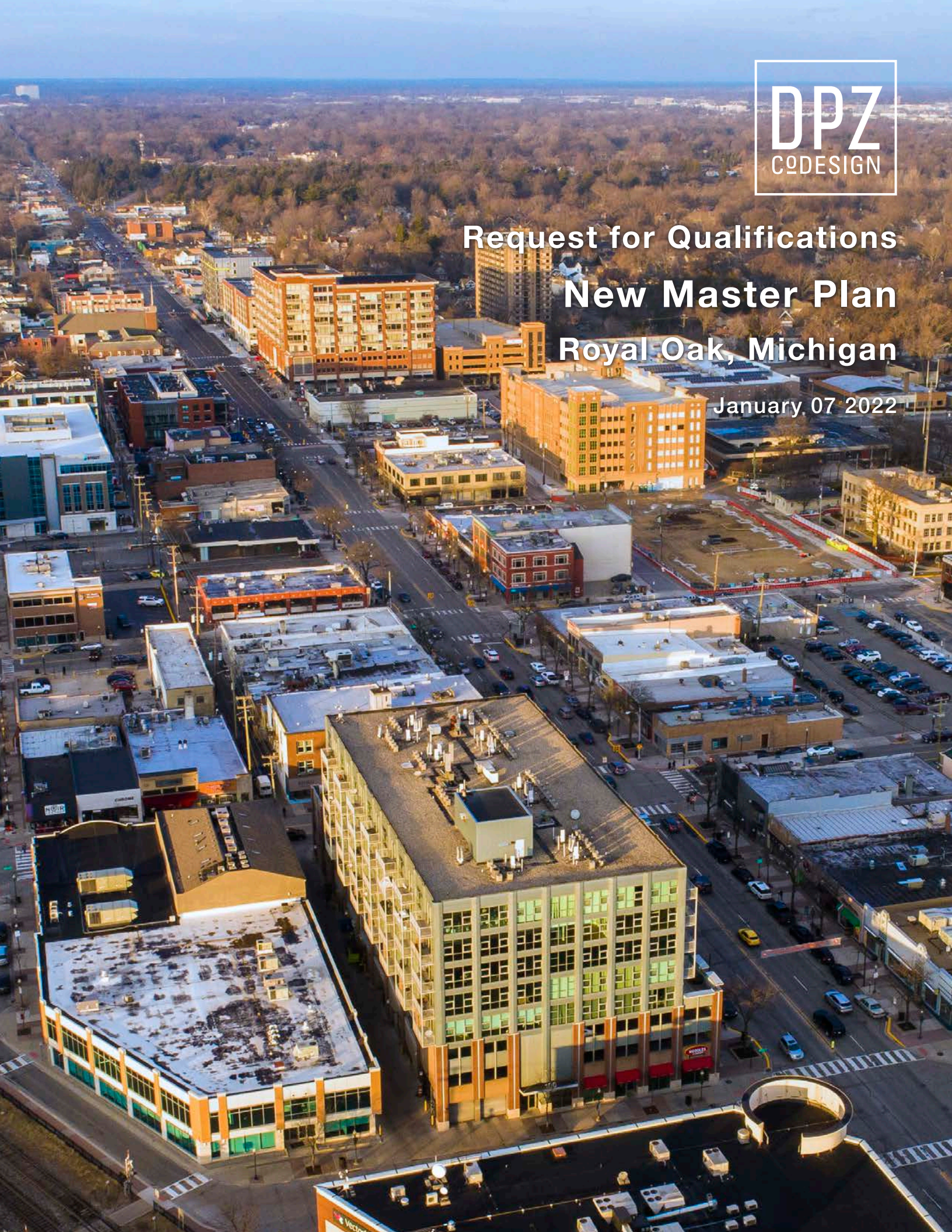




Request for Qualifications New Master Plan Royal Oak, Michigan

January 07, 2022





Birmingham, Michigan

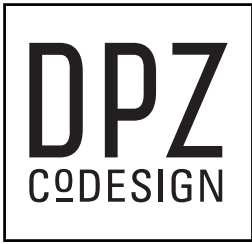


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Miami, FL 33135
Tel 305 644 1023

320 Firehouse Lane
Gaithersburg, MD
20878
Tel 301 948 6223

7435 NE Halsey St
Portland, OR 97213
Tel 305 799 3892

www.dpz.com

Primary Contact:
Senen M. A. Antonio
Partner
senen@dpz.com

January 07, 2022

City of Royal Oak
Planning Division
203 South Troy Street
Royal Oak, MI 48067
Tel 248 246 3280

via Email Mr. Joseph M. Murphy, Director of Planning joem@romi.gov

Dear Mr. Murphy,

REQUEST FOR QUALIFICATIONS - NEW MASTER PLAN CITY OF ROYAL OAK, MICHIGAN

We, DPZ CoDesign, LLC (DPZ), are pleased to submit to the City of Royal Oak (City) this qualifications package in response to the above captioned Request for Qualifications (RFQ), and as an expression of our strong interest in the above referenced work. We look forward to helping the City realize its potential as a unique and lively local destination; a great place to live, work, shop, dine, visit, and recreate; an important focus of community pride; a model of sustainable and resilient growth; and an economic success.

DPZ and our proposed team members McKenna, LandUseUSA, and Jacobs offer renowned expertise and prowess in the best and latest practices in land use, planning, urban design, and coding; infrastructure planning and engineering; traffic and parking analysis; economic development and market demand analysis; and community engagement for sustainable cities. We have the capacity and capability to undertake and complete the contemplated scope in a timely, cost-efficient manner, as demonstrated by the emergent success of our many prior municipal master plans. Last but not least, the DPZ team collectively has worked extensively for and within various municipalities in the State of Michigan, as well as for and with other municipalities throughout the United States and internationally. We are excited about the prospect of collaborating with the City and are committed to providing you with the highest quality of work.

If required, we are willing and able to discuss our qualifications with you in greater detail as the procurement process moves forward. Please feel free to contact us at +1 305 644 1023 x 1012 or at senen@dpz.com for any questions or requests for additional information.

Respectfully yours,



Senen M. A. Antonio CNU-A NTBA LEED-AP
Partner



Matthew J. Lambert CNU-A
Partner



DownCity Providence, Rhode Island

1.

Firm History, Experience, Expertise, & Current Projects



The Village at Hendrix, Conway, Arkansas



Principal Office (Miami FL)

1023 SW 25th Avenue

Miami, FL 33135

Tel 305 644 1023

Washington, D.C. Office

320 Firehouse Lane

Gaithersburg, MD 20878

Tel 301 948 6223

Portland OR Office

7435 NE Halsey St

Portland, OR 97213

Tel 305 799 3892



Founded in 1980 and with forty-one years as planners, urbanists, and architects, DPZ CoDESIGN, LLC (DPZ) has been leading the global movement to design beautiful, resilient, and mixed-use communities that are environmentally responsible, economically sustainable, and socially integrated. The extensive record of implemented projects, including those relating to educational and institutional campuses, is a testament to the quality and practicality of the firm's work. Very early in their practice, DPZ founders Andres Duany and Elizabeth Plater-Zyberk identified the deficiencies of the suburban context for their early buildings led to a rediscovery of neighborhood structure and influenced the design of Seaside, acclaimed for its traditional town plan, streetscapes and buildings.

Recognizing the need for an alternative to suburban zoning, the firm proposed a re-integration of urban components with the Traditional Neighborhood Development (TND) in 1990. The TND became a model regulation for compact mixed-use neighborhood design, informing hundreds of municipal ordinances throughout the country.

With several new communities well underway, Duany and Plater-Zyberk joined contemporaries to found the Congress for the New Urbanism (CNU) in 1993. CNU's charter, annual meetings and numerous policy initiatives, are guiding an international movement of sustainable urban growth and community design. DPZ's subsequent initiatives have generated documents that reflect DPZ's commitment to 'open source' – the Lexicon, the SmartCode, the Rural-to-Urban Transect, Lean Urbanism, Sprawl Repair, Lifelong Community planning and design, and Light Imprint among them.

Today the firm counts over 300 projects built, ranging from individual buildings and small urban infill projects to new communities, regional plans and zoning codes. Over 150 alumni of the firm continue to impact the built environment advancing lessons learned at DPZ.

DPZ CoDESIGN is distinguished by its:

- partners' renowned for innovation in their field.
- volume of built and implemented work, and the lessons learned;
- outstanding economic success and resilience, and long-term value;
- inclusive design process and meaningful engagement, including the Charrette;
- business efficiency, a small firm that collaborates with others; and
- recognized and long-standing brand.

Firm History, Experience, Expertise, & Current Projects

DPZ is dedicated to the idea of an urbanism for the social and ecological benefits that can accrue. We believe great places add to the sum of human happiness. But that isn't worth much unless these places and projects are built — and that they are only built within the realities and constraints of the market.

Our clients would say, to their pleasant surprise, that we are very flexible and responsive with regards to understanding their circumstances of market, finance, permitting, and management. We demonstrate a sensitivity to our clients' needs to balance design vision and placemaking, implementability, and economic viability.

DPZ offers premier expertise and insight in the most successful concepts and mechanisms for planning, coding, and developing vibrant, sustainable cities, downtowns, towns, town centers, urban corridors, and districts. The firm's philosophy is the platform of New Urbanism, which promotes mixed-use, traditional neighborhood planning over the segregated-use suburban sprawl seen worldwide. DPZ's contributions to planning, design, and regulations have been widely recognized for their excellence and

DPZ FORM-BASED CODING EXPERIENCE - RECENT MUNICIPAL EXAMPLES			
OLF-8 Revitalization Analysis/Master Plan	Escambia County, FL	In Progress	Prime
Bonita Springs Downtown Code Analysis/FBC	Bonita Springs, FL	In Progress	Prime
Bonita Springs Town Center Site Studies	Bonita Springs, FL	In Progress	Prime
Birmingham Code Analysis/FBC	Birmingham, MI	In Progress	Prime
Bonita Springs Zoning/Design Review Assistance	Bonita Springs, FL	In Progress	Prime
North Bay Village Code Analysis/FBC	North Bay Village, FL	2019-20	Prime
Town of Erie Downtown Master Plan/FBC	Erie, CO	2019-20	Prime
City of Vero Beach Town Center Plan	Vero Beach, FL	2019-20	Prime
City of Coral Gables Zoning Code Update	Coral Gables, FL	2018-20	Prime
Pensacola CRA Form-Based Code	Pensacola, FL	2018	Prime
Bonita Beach Road Corridor Analysis/Report	Bonita Springs, FL	2018	Prime
Lower Merion Twp. Code Analysis/Revisions	Lower Merion, PA	2018	Prime
Kirkwood, MO Code Analysis/FBC	Kirkwood, MO	2017	Prime
Pontiac, MI Downtown Master Plan	City of Pontiac, MI	2017	Prime
Aliso Viejo, CA Urban Design Guidelines	City of Aliso Viejo, CA	2016	Prime
Orange County, FL Sustainable Development Code	Orange County, FL	2016	Co-Prime
City of West Haven-TOD Code	West Haven, CT	2016	Prime
Downtown Bethel, CT TOD Code	Bethel, CT	2016	Prime
Derby, CT TOD Code	Derby, CT	2016	Prime
Tigard Triangle Lean Code	Tigard, OR	2015	Co-Prime
Charleston, SC BAR Process Analysis/Revisions	Charleston, SC	2015	Prime
Bethel Center Code Analysis and Master Plan	Bethel, CT	2015	Prime
Birmingham, MI Downtown Code Analysis/FBC	Birmingham, MI	2014	Prime
Reinvent Phoenix TOD Code	Phoenix, AZ	2014	Prime
Downtown Mobile Plan and Form-Based Code	Mobile, AL	2013	Prime
Ignite High Point Urban Revitalization Lean Code	High Point, NC	2013	Prime
Bull Street Redevelopment	Columbia, SC	2012	Prime
Mandeville Infill Analysis Plan and Code	Mandeville, LA	2011	Prime
Cobb County, Mableton Form-Based Code	Mableton, GA	2011	Prime
Miami 21 Code Analysis and Form-Based Code	Miami, FL	2010	Prime
Town of Taos Public Works Manual	Taos, New Mexico	2010	Prime



The Project for Code Reform

Coding solutions that enable great places

influence on the making of walkable urbanism, complete neighborhoods, and resilient communities.

We possess unparalleled experience working with various municipal authorities, departments, and agencies, including, where required, in venues with a great degree of public engagement. In carrying public sector projects forward, DPZ intensively coordinates all stakeholders, agencies, and levels of government – a critical consideration with the interrelated planning, design, transportation, economic, and sociocultural issues surrounding the anticipated development efforts contemplated for the New Master Plan for Royal Oak.

As designers who encountered the power of codes in early urban projects, DPZ has developed the capacity to frame design goals within the larger regulatory context. We understand the importance of a clear vision and a predictable path for evolution, particularly relevant for burgeoning concerns such as adaptation to climate change or a post-pandemic environment. Both broad-based (such as the SmartCode) and project-specific (such as DPZ's Urban and Architectural Regulations), these pairings of master plans and calibrated codes are provided to make projects more successful and to facilitate their implementation.

A table of DPZ's recent municipal planning experience is provided on the facing page. DPZ's history of successful collaborations with various municipal clients and working comprehensively at city-wide, district, and neighborhood scales highlight our deep understanding of planning, urban design, and coding within any local development context.

DPZ is a key proponent of the Congress for the New Urbanism's Project for Code Reform www.cnu.org/our-projects/project-code-reform (see screencap above), in partnership with the Michigan Municipal League, and as spearheaded by DPZ Partner and Michigan native Matt Lambert.

Ultimately, it is DPZ's belief that each project is different and requires a uniquely-tailored approach to arrive at a sense of place - a worthy goal for any community. DPZers sincerely believe we have the opportunity to create places where society and nature thrive with great diversity and complexity. We find our work to be terribly meaningful as well as enjoyable, and that is why we do what we do.

Firm History, Experience, Expertise, & Current Projects

On a recent podcast (October 14, 2020) by Anthony Flint of The Lincoln Institute of Land Policy states, “the pandemic may well ‘cast a long fiscal shadow (for many municipalities),’ [per] Andrew Reschovsky, professor emeritus of Public Affairs and Applied Economics at the University of Wisconsin-Madison... Cities and states are looking at an extraordinary fiscal crunch that could last years.” Linda Poon of Bloomberg CityLab (October 5, 2020) similarly writes, “Without a lifeline from the national government, cities could make significant spending cuts on infrastructure, public safety programs and affordable housing as they scramble to fulfill immediate needs, according to an analysis from the National League of Cities.”

A New Urbanist planning and development approach is fiscally responsible – to weather and mitigate rising expenditures to deal with the crisis, and to ensure continued provision of community benefits.

Designers of Value

DPZ’s brand and co-design process consistently deliver a cost-effective end product to our clients and their markets. Throughout the country and abroad, New Urban communities typically generate higher economic value than adjacent suburban developments. Innovative urban infill and retrofits of underutilized assets such as greyfields provide even greater value.



1. Smart growth (New Urban) development costs one-third less for upfront infrastructure. Smart growth development saves an average of 38% on upfront costs for new construction of roads, sewers, water lines, and other infrastructure. Many studies have concluded that this number is as high as 50%.

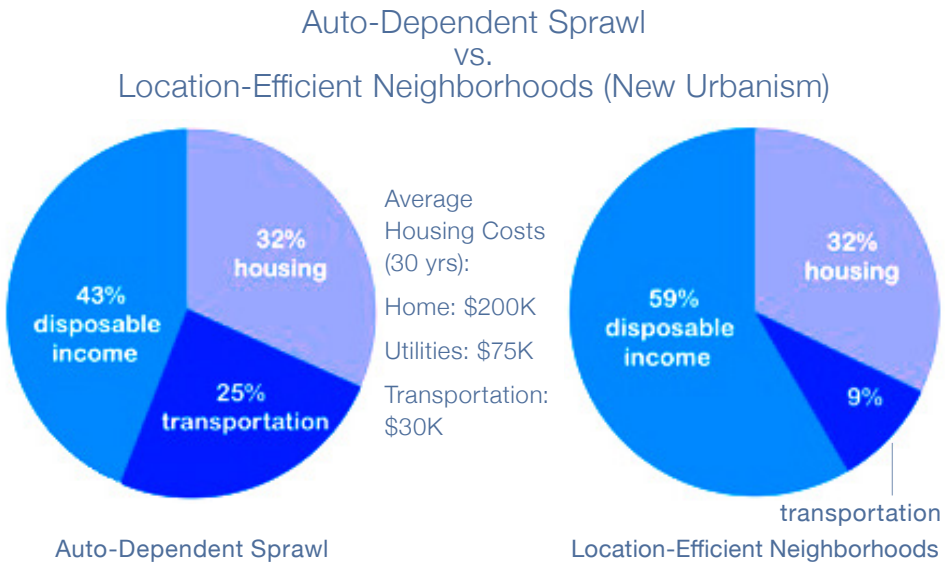


2. Smart growth (New Urban) development saves an average of 10% on ongoing delivery of services. Smart growth development saves municipalities an average of 10% on police, ambulance and fire service costs.



3. Smart growth (New Urban) development generates 10 times more tax revenue per acre than conventional suburban development. On an average per-acre basis, smart growth development produces 10 times more tax revenue than conventional suburban development.

Source: Smart Growth America



Source: David Goldstein, Natural Resources Defense Council

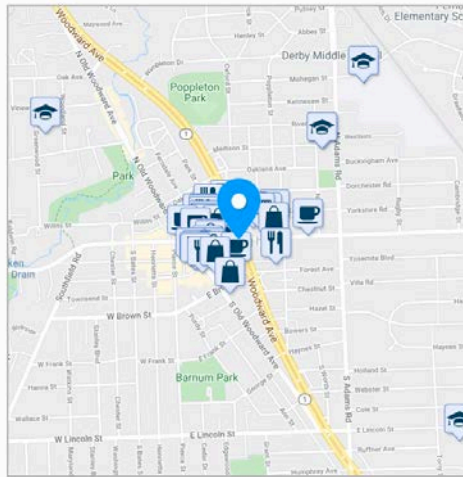
Firm History, Experience, Expertise, & Current Projects

Michigan Comparative Walk Scores

Downtown Birmingham, MI (Master Plan by DPZ)

Walk Score
91
Walker's Paradise
Daily errands do not require a car.

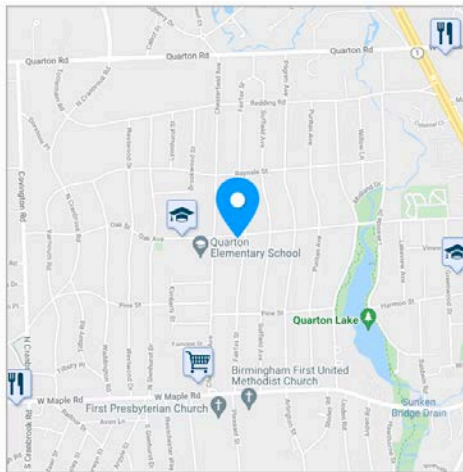
Bike Score
53
Bikeable
Some bike infrastructure.



Quarton Lake Neighborhood (East of Downtown Birmingham, MI)

Walk Score
36
Car-Dependent
Most errands require a car.

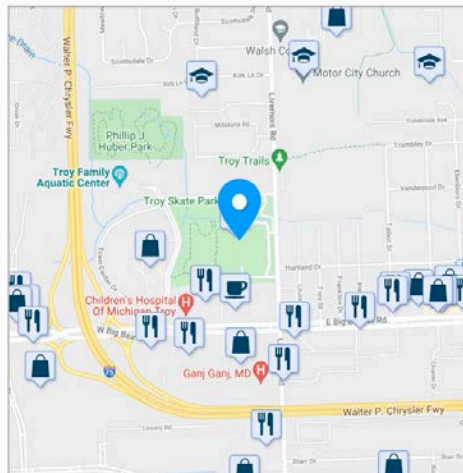
Bike Score
40
Somewhat Bikeable
Minimal bike infrastructure.



Troy, MI

Walk Score
33
Car-Dependent
Most errands require a car.

Bike Score
39
Somewhat Bikeable
Minimal bike infrastructure.

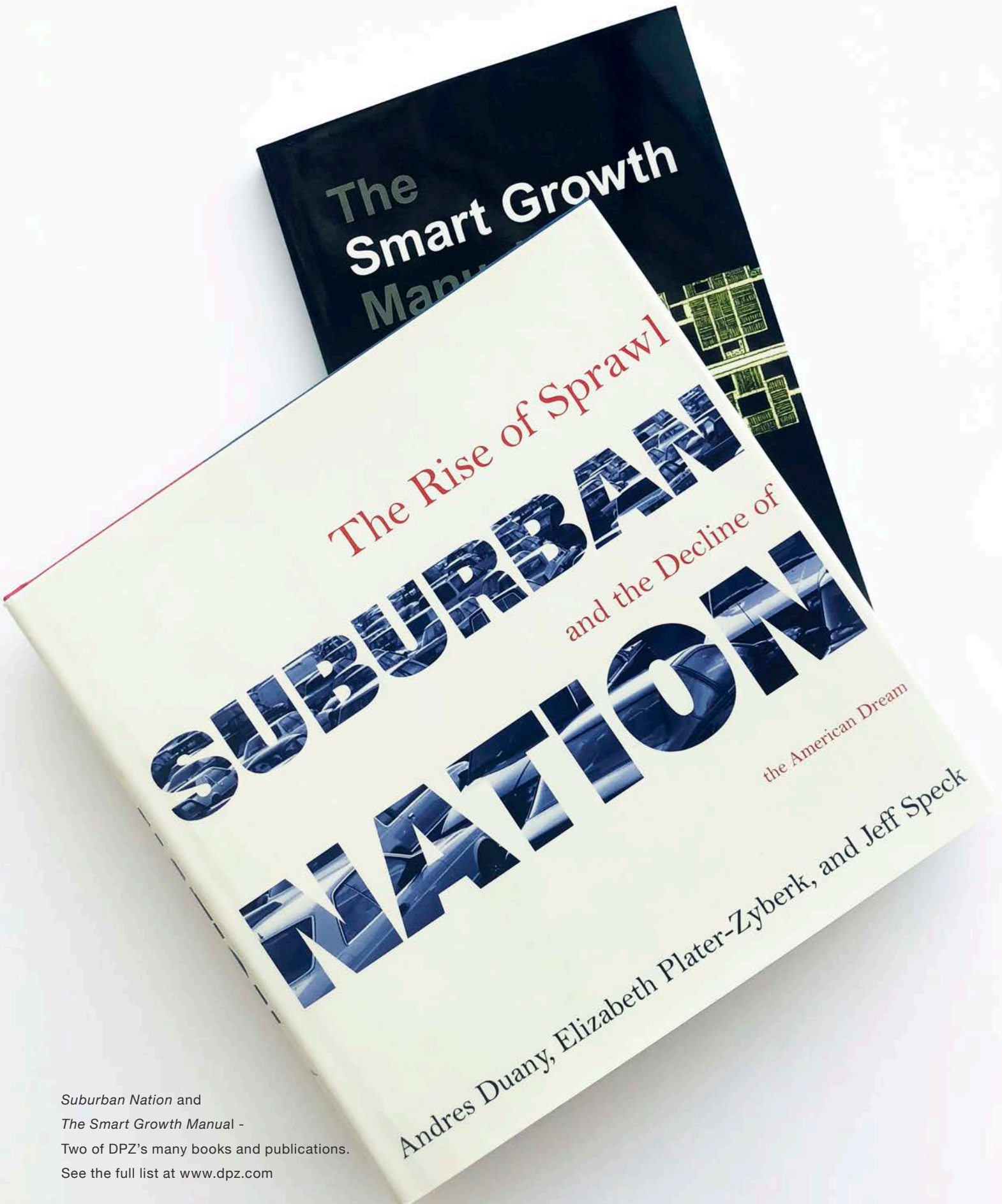


“More than just a pleasant amenity, **the walkability of cities translates directly into increases in home values.** Homes located in more walkable neighborhoods — those with a mix of common daily shopping and social destinations within a short distance — command a price premium over otherwise similar homes in less walkable areas. Houses with the above-average levels of walkability command a premium of about \$4,000 to \$34,000 over houses with just average levels of walkability in the typical metropolitan areas studied... And because places with higher walk scores tend to have more mixed uses and better transit services, some of the value measured here may be attributable to those assets. The choice, convenience and variety of walkable neighborhoods are reflected in housing markets and are the product of consumer demand for these attributes. The nation’s urban leaders should pay close attention to walkability as **a key measure of urban vitality and as impetus for public policy that will increase overall property values** – a key source of individual wealth and of revenues for cash-strapped governments in a tough economy.”

- *How Walkability Raises Home Values in U.S. Cities*, Joe Cortright, Impresa, Inc., for CEOs for Cities

Source: walkscore.com, 2021

Firm History, Experience, Expertise, & Current Projects

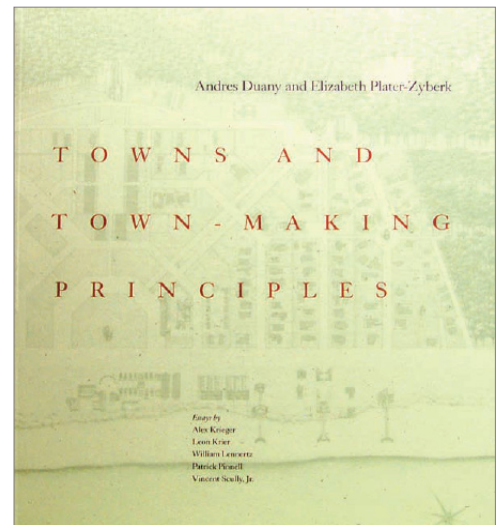
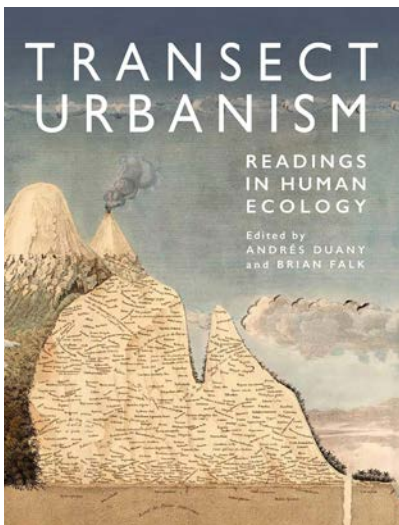
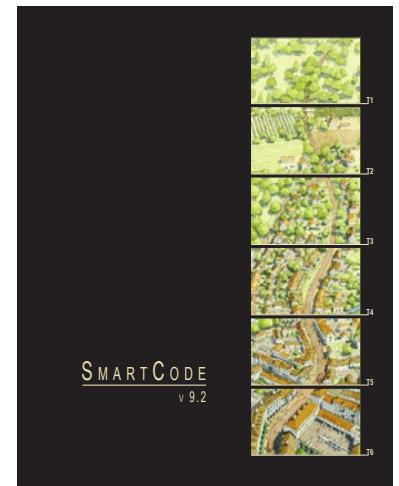
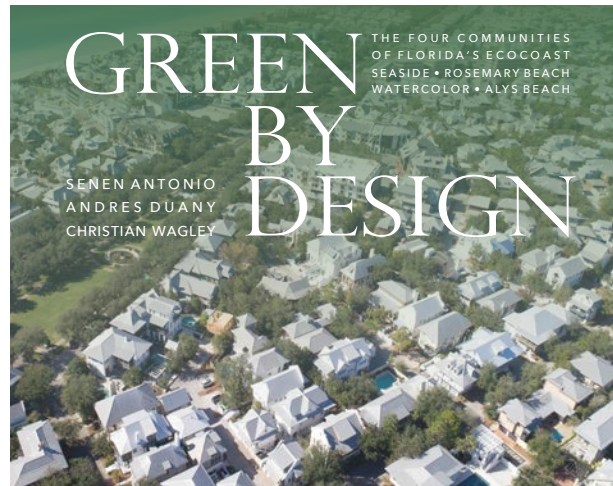
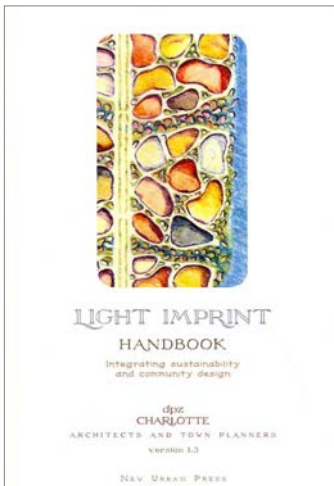
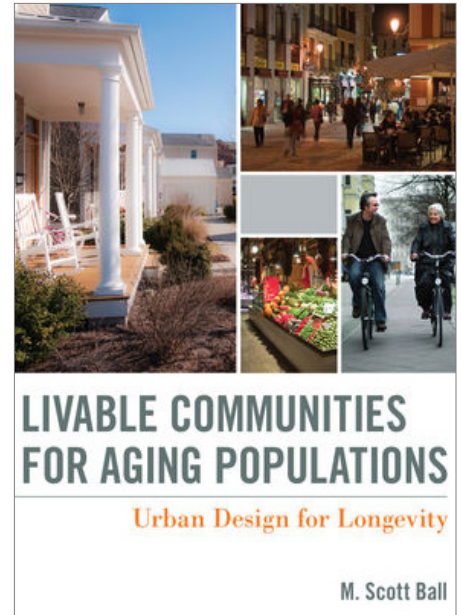
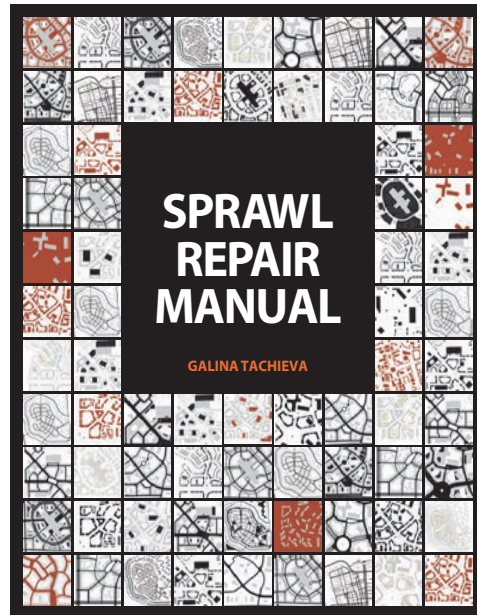


*Suburban Nation and
The Smart Growth Manual -
Two of DPZ's many books and publications.
See the full list at www.dpz.com*

Firm History, Experience, Expertise, & Current Projects

DPZ has contributed to numerous articles, journals, and publications and led the field of planning with innovation and initiatives.

Books published by DPZ include award winners such as *Suburban Nation* and *Sprawl Repair Manual*.





Norton Commons, Prospect, Kentucky

Firm History, Experience, Expertise, & Current Projects

Selection of Recent Awards

2021

- APA Gold Coast Section, Florida Chapter Award of Excellence Best Report, Plan, or Study; NBV100 Livability, Resiliency, and Prosperity Master Plan, North Bay Village, FL
- APA Florida Award of Merit, NBV100 Livability, Resiliency, and Prosperity Master Plan, North Bay Village, FL

2020

- APA Florida Gold Coast 2020 Award recognizing the impact of Elizabeth Plater-Zyberk and Andres Duany
- NAHB Best in American Living, Best Mixed-Use Community Platinum Award, Norton Commons, Louisville, KY

2019

- New Good Neighbor Award, New Jersey Business & Industry Association and New Jersey Business magazine, Wesmont Station, Wood-Ridge, NJ
- Congress for the New Urbanism (CNU) Charter Award, Norton Commons, Louisville, KY
- CNU Charter Award, Plan 2040, Doña Ana County, NM

2018

- Institute of Classical Architecture & Art (ICAA), to Elizabeth Plater-Zyberk
- Partners for Livable Communities honors Andres Duany and Elizabeth Plater-Zyberk with the Leader for a Livable, Equitable, and Sustainable America

2017

- NAHB Best in American Living Awards (BALA) Hall of Fame Inductee: Andres Duany
- CNU Charter Award, for Blue Water Workforce Housing, Tavernier, FL

2016

- CNU Merit Award, for East End Transformation, Richmond, VA

2015

- Transect Codes Council (TCC) Innovation Award Winner, for Saratoga Springs, UT
- NAHB Best in American Living Awards Community of the Year, The Village of Providence, Huntsville, AL

2014

- Global Human Settlements Award in Planning and Design; Global Forum on Human Settlements, for Miami 21

2013

- CNU Charter Award, Honorable Mention, SSCI Charrette Series Report, Scotland, UK

2012

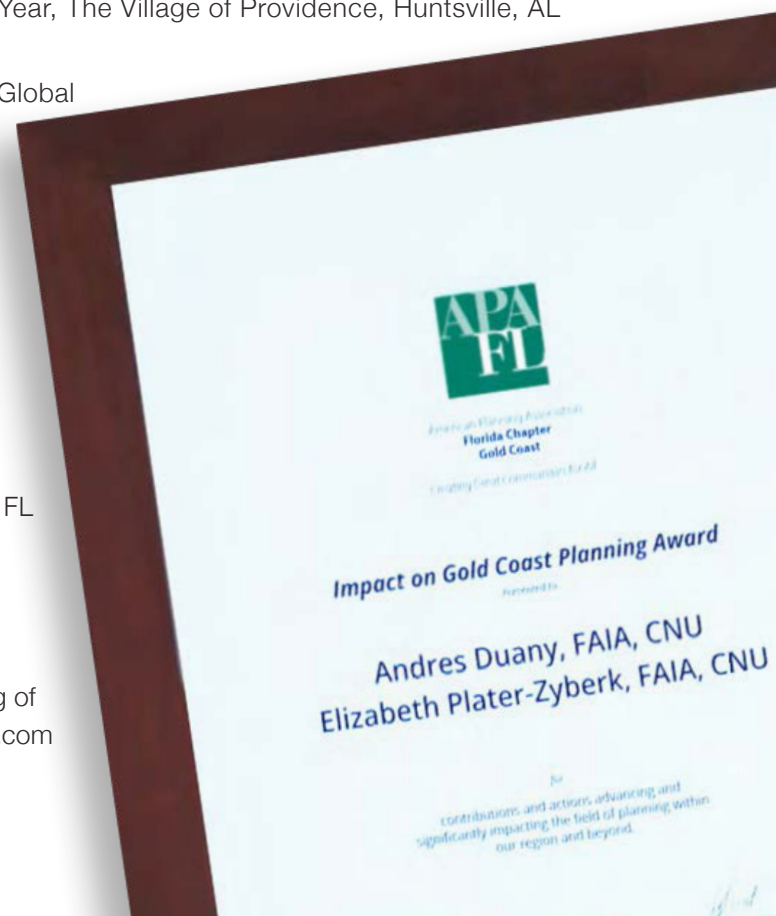
- CNU Florida Chapter John Nolen Medal
- APA Florida Best Practice - Miami Design District Retail Street Special Area Plan

2011

- APA National Planning Excellence Award, Miami 21, Miami, FL

Press

DPZ has been featured in national and international media such as ABC News, Time, The New York Times, Washington Post, The Scotsman, and a number of professional publications. A sampling of the firm's mentions in the press may be viewed at <http://www.dpz.com>



Firm History, Experience, Expertise, & Current Projects

Current Projects

The following are DPZ projects which are currently under contract and are active, presented in no particular order:

- College Station Village Master Plan
- Exit 1 Master Plan
- Leadville Master Plan
- Miami21 Task Force Code Update
- Windsor North Village Master Plan
- Friendswood Master Plan
- Westlake Master Plan
- Celestine/Lake Conroe Master Plan
- Naples CRA Master Plan
- KSA Visual Appeal Study
- CMHA Housing Study
- Sweetwater Master Plan
- The Glade Master Plan
- IR2 Musqueam Master Plan
- Depoe Bay/Whale Watch Master Plan
- Skylands Master Plan
- Sierra Madre Master Plan
- 3 Corners Master Plan
- Dos Rios Master Plan Update
- Alexanderville Planning Study
- Los Morales Master Plan
- Al Mazraa Master Plan
- Lakeport Beach Master Plan
- Riverbend Concept Plan
- Idyllwood Master Plan
- New Auburn Master Plan
- Key Biscayne Vision Plan
- Hastings Village Master Plan
- South Miami Housing Study
- Vineyard Master Plan
- Emmanuel Community Park Master Plan
- Birmingham Comprehensive Plan
- Montava Master Plan
- Orange County Code
- Clore Station Master Plan
- Village at Niagara Master Plan Update
- Hendrick Farm Code
- Vista Field Ongoing Planning Services

2.

Team Member
Years of Experience &
Areas of Expertise



Team Member Years of Experience and Areas of Expertise



Matthew Lambert

DPZ | Partner; Project Partner-in-Charge

Matthew Lambert is a planner, urban designer, and architectural designer, with over 16 years of experience that covers a broad range of project types. He has managed projects for developer, municipal, and institutional clients which include form-based codes, regulatory reform, urban infill and redevelopment, greenfield development, campus redevelopment, and architectural design. Among his project experience, Matthew has focused on regulations and form-based codes, leading code projects and providing code-related education.

Lambert heads DPZ's office in Portland, Oregon, leading projects within the region and across the country. Matthew is active in the Congress for the New Urbanism (CNU), a member of the CNU's Board of Directors and a board member of the Cascadia regional CNU chapter. He leads the CNU-Michigan Municipal League Project for Code Reform Initiative, and is a Michigan native.

Education

2005 Bachelor of Architecture
and Computer Science,
magna cum laude,
University of Miami

Affiliations

Congress for the
New Urbanism (CNU), Board
of Directors
CNU Cascadia,
Board of Directors
Transect Codes Council,
Board Member

Selected Experience

- Birmingham Comprehensive Plan, Birmingham, MI
- Windward Pointe, Lakeside Brownfield Redevelopment, Muskegon, MI
- CNU Code Reform Initiative, MI - Zoning Code Reform
- Downtown Pontiac CNU Legacy Downtown Revitalization Plan, Pontiac, MI
- OLF-8 Master Plan, Escambia County, FL
- Orange County, FL - Zoning Code Rewrite
- Montava Master Plan and Code, Fort Collins, CO
- Hot Springs Village, AR - Comprehensive Master Plan and Zoning Code
- ABQ Central Corridor TOD Planning Study, TOD/Urban Infill Planning and Coding Analysis, Albuquerque, NM
- Uptown Dardenne Prairie, Urban Infill & Form-Based Code, Dardenne Prairie, MO
- Reinvent Phoenix, AZ - Form-based Code and Master Plans for Transit-Oriented Development
- Downtown Mobile, AL - Downtown Master Plan and Form-based Code
- Doña Ana County, NM - Regional Scenario Planning and Comprehensive Plan
- AARP California Strategy Study, CA - Development Pattern Analysis
- East End Revitalization, Richmond, VA - Medical-initiated Infill Redevelopment
- The Village at Hendrix, Conway, AR
- Vista Field Redevelopment, Urban Infill/Brownfield Redevelopment, Kennewick, WA
- ADOHR Farms Master Plan, Camarillo & Malibu, CA
- Village at Niagara on the Lake, Community Master Plan & Urban Regulations, Niagara-on-the-Lake, Canada
- Glenridge/Aria Master Plan, Urban Infill/New Village Plan & Form-Based Code, Atlanta, GA
- ARC Lifelong Communities, Regional Plan and Code, Atlanta, GA
- Hertfordshire Guide to Growth Study, Regional Plan with Pilot Projects, UK
- Scottish Sustainable Communities Initiative (SSCI), Scotland, UK
- Louisiana Speaks Disaster Recovery and Renewal, multiple municipalities, LA

Team Member Years of Experience and Areas of Expertise



Senen Antonio | CNU-A, LEED AP DPZ | Partner

Senen Antonio is a Partner with DPZ CoDESIGN. Senen possesses over thirty years of international experience in sustainable design and planning – including plans for regions, cities, downtowns, transit-oriented development, disaster recovery, urban revitalization and infill, resorts, and new towns – across the United States and internationally. He works with fellow Partners in projecting industry trends and seeking project opportunities for breaking new areas of knowledge and technique in the New Urbanism.

Senen also has lectured widely across the US, and in the Middle East, China, Laos, Indonesia, and the Philippines. He is writing, with Andres Duany, a book on holistic green community design. He is a LEED-accredited professional, is a member of the Congress for the New Urbanism, and sits on the Board of the National Town Builders Association (NTBA). Last but not least, Senen is an expert resource of the United States Department of State, and counts among the 20 Expert Committee members of the United Nations Environment Programme - Global Forum on Human Settlements (UNEP-GFHS). He spearheads DPZ's Green By Design initiative, which focuses on traditional sustainability and resilience practices. Last but not least, Senen's family resides in Michigan.

Education

1995 Master of Urban Design,
with Honors, The University of
Hong Kong

1990 B. Sc. Architecture, *magna
cum laude*, The University of the
Philippines

Affiliations

National Town Builders
Association - Board of
Directors

Expert Resource, United States
Department of State

Member, United Nations
Environment Programme
- Global Forum on Human
Settlements Expert Committee

Congress for the New Urbanism
Accredited Professional
(CNU-A)

USGBC LEED Accredited
Professional

Registered Architect, Philippines,
No. 11026

Select Experience

- Windward Pointe, Lakeside Brownfield Redevelopment, Muskegon, MI
- Naples CRA Master Plan, Urban Infill/Redevelopment, Naples, FL
- Erie Town Center Master Plan and Code, Erie, CO
- ABQ Central Corridor TOD Planning Study, TOD/Urban Infill Planning and Coding Analysis, Albuquerque, NM
- Downtown Doral Master Plan and Code, Doral, FL
- Solen Town Center Master Plan and Code, Laguna, Philippines
- Uptown Dardenne Prairie, Urban Infill & Form-Based Code, Dardenne Prairie, MO
- River District, Riverfront Urban Infill/Brownfield Redevelopment, Vancouver, Canada
- The Village at Hendrix, Conway, AR
- Huckelberry Creek, New Town, Panama City, FL
- Foessa Mountain Town, New Riverine and Mountain Town, Cebu, Philippines
- ADOHR Farms Master Plan, Camarillo & Malibu, CA
- Glenridge/Aria Master Plan, Urban Infill/New Village Plan & Form-Based Code, Atlanta, GA
- ARC Lifelong Communities, Regional Plan and Code, Atlanta, GA
- Village at Niagara on the Lake, Community Master Plan & Urban Regulations, Niagara-on-the-Lake, Canada
- Scottish Sustainable Communities Initiative (SSCI), Scotland, UK
- Grandhome Master Plan, Scotland, UK
- Chapelton Master Plan, Scotland, UK
- Hertfordshire Guide to Growth Study, Regional Plan with Pilot Projects, UK
- Wittenbeck, Urban Infill/New Village, Heiligendamm, Germany
- Louisiana Speaks Disaster Recovery and Renewal, multiple municipalities, LA

Team Member Years of Experience and Areas of Expertise



Michael Weich | CNU-A DPZ | Senior Project Manager

Michael Weich is a project manager and designer with over 15 years of experience in planning and urban and architectural design, including regional plans, mixed-use new towns, transit-oriented development, and suburban retrofit projects in the United States, Canada, Asia, Europe, and the Middle East. He has played a key role in the planning, design, and management of several large DPZ projects across the Middle East.

Michael joined DPZ in 2006 and is part of the firm's Kentlands office in Gaithersburg, Maryland. His family maintain a residence in Kentlands, one of DPZ's first Traditional Neighborhood Developments.

Select Experience

- OLF-8 Master Plan, Escambia County, FL
- Orange County, FL - Zoning Code Rewrite
- ABQ Central Corridor TOD Planning Study, TOD/Urban Infill Planning and Coding Analysis, Albuquerque, NM
- Downtown Kirkwood Master Plan and Parking Study, Kirkwood, MO
- Pensacola CRA FBC, Pensacola, FL
- Perdido Key Master Plan & Code, Perdido Key, FL
- West Main Pensacola Master Plan and Code, FL
- Huckelberry Creek, New Town, Panama City, FL
- River District, Riverfront Urban Infill/Brownfield Redevelopment, Vancouver, Canada
- Laurel Island, New Waterfront Town/Urban Infill, Charleston, SC
- Town Madison, Madison, AL
- Derby TOD, Derby, CT
- Wadi Hanifa Form-Based Code, Riyadh KSA
- Central Riyadh Redevelopment, KSA
- National Kuwait Code, Kuwait
- Al Ain CBD Structure Plan and Code, Abu Dhabi, UAE
- Bawabat Al Sharq Master Plan, Dammam, KSA
- Telal Sumou Master Plan, Jeddah, KSA
- Dhahyat Sumou Phase One Architecture, Makkah, KSA
- Saadiyat Project Wellness Plan, Abu Dhabi, UAE
- Telal Jeddah New Town, Jeddah, KSA
- Makkah Smart Code Workshop, Jeddah, KSA
- Dammam CBD District Code, Dammam, KSA
- Western Makkah Structure Plan, Master Plan & Codes, Makkah, KSA
- Sycamore: Suburban Retrofit Plan, Charleston, SC
- Downtown Bethel TOD Plan and Code, Bethel, CT
- Hertfordshire Guide to Growth Study, Regional Plan with Pilot Projects, UK

Education

2006 Master of Architecture,
Andrews University, Michigan

2005 Bachelor of Science in
the study of Architecture,
Andrews University, Michigan

Affiliations

Form-Based Code Institute
Codes Council

Accredited Member, Congress
for the New Urbanism

Andrews University School of
Architecture, Visiting Critic

Team Member Years of Experience and Areas of Expertise



Christopher Ritter

DPZ | Senior Designer / Illustrator

Chris Ritter is an architectural and urban designer and planner with more than 20 years of experience across a broad variety of project types throughout the world. Ritter's hand-drawn three-dimensional illustrations are a critical component of the project design and implementation process. His drawings emerge in parallel with the master plan, influencing the plan as well as testing it in process. His aerial renderings drawn in elaborate detail describe the urban and architectural character of a place specific to its underlying geography and culture.

Select Experience

- Birmingham Comprehensive Plan, Birmingham, MI
- Windward Pointe, Lakeside Brownfield Redevelopment, Muskegon, MI
- Downtown Pontiac CNU Legacy Downtown Revitalization Plan, Pontiac, MI
- Erie Town Center Master Plan, Erie, CO
- Montava Master Plan and Code, Fort Collins, CO
- Hot Springs Village, AR - Comprehensive Master Plan and Zoning Code
- Buckeye Lake Regional Plan, Buckeye Lake, OH
- Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ
- Ignite High Point, Downtown Master Plan/Urban Infill/Mall Retrofit/Campus Plan, High Point, NC Downtown Form-Based Code, Bonita Springs, FL
- Bonita Beach Road Land Use Study, Bonita Springs, FL
- Three Corners Master Plan, Scenario Planning, Vero Beach, FL
- North Bay Village Vision Plan, North Bay Village, FL
- ADOHR Farms Master Plan, Camarillo & Malibu, CA
- Downtown Doral Master Plan and Code, Doral, FL
- OLF-8 Master Plan, Escambia County, FL
- Perdido Key Master Plan & Code, Perdido Key, FL
- West Main Pensacola Master Plan and Code, FL
- Huckelberry Creek, New Town, Panama City, FL
- Pensacola CRA Form-Based Code, Pensacola, FL
- Orange County Form-Based Code, Orange County, FL
- Vista Field Redevelopment, Urban Infill/Brownfield Redevelopment, Kennewick, WA
- Syosset Park Town Center, Town of Oyster Bay, New York
- ARC Lifelong Communities, Regional Plan and Code, Atlanta, GA
- Hertfordshire Guide to Growth Study, Regional Plan with Pilot Projects, UK
- Scottish Sustainable Communities Initiative (SSCI), Scotland, UK
- Louisiana Speaks Disaster Recovery and Renewal, multiple municipalities, LA

Education

1999 Harvard University
Graduate School Design,
Masters of Architecture in
Urban Planning

1995 University of Miami,
Bachelors of Architecture

Team Member Years of Experience and Areas of Expertise



Andrejs Galenieks

DPZ | Designer

Andrejs has over 13 years experience in urban design and architecture, supplemented by the intersectional experience of public health and planning. Primary areas of his work include visioning and planning for successful pedestrian and transit - oriented design for cities, districts, campuses, corridors, and towns.

Practicing within urban design and public health disciplines over the past decade, Andrejs has worked on a variety of projects at all scales. Andrejs' project experience includes participating in and leading out civic and public charrettes and community visioning workshops, contributing to conceptual and general master plans, architectural guidelines, regulatory codes, transportation analysis and strategy, environmental stewardship, local civic policy recommendations and their implementation, public health and urban design strategies, among others.

Projects have ranged from site-specific design to regional master plans throughout California and other parts of the United States and abroad. Andrejs has presented on urban planning and health at local and national conferences and universities, participated in related committees and has published and led out on planning and visioning documents, proposals, and peer-reviewed papers. Helping communities to graphically envision their goals, he also holds a strong emphasis in design experience tools such as photo-simulation, hand and digital illustration and presentation.

Education

2013 Masters of Public Health,
Loma Linda University, Loma
Linda, CA

2008 Masters of Architecture,
Andrews University School of
Architecture, Berrien Springs,
MI

Previous Experience

2013-2017 Health Policy Analyst,
Loma Linda University Health
Institute for Health Policy and
Leadership, Loma Linda, CA

2010-2012 Urban Designer,
Sargent Town Planning, Los
Angeles, CA

2008-2010 Urban Designer,
Moule & Polyzoides Architects
and Urbanists, Pasadena, CA

Affiliations

2011 CNU-Accredited
Professional

Selected Experience

- Birmingham Comprehensive Plan, Birmingham MI
- OLF-8 Master Plan, Escambia County, FL
- Orange County, FL - Zoning Code Rewrite
- Montava Master Plan and Code, Fort Collins, CO
- The Hills of Depoe Bay, New Village Plan & Form-Based Code, Depoe Bay, OR
- ADOHR Farms Master Plan, Camarillo & Malibu, CA
- Village at Niagara on the Lake, Community Master Plan & Urban Regulations, Niagara-on-the-Lake, Canada
- The North End Master Plan, Michigan City, IN
- International Boulevard TOD Corridor Plan, Oakland, CA
- Town Center Master Plan and Code, San Juan Capistrano, CA
- Songhua Riverfront Plan, Jilin, China
- Lancaster Boulevard Streetscape Master Plan, Lancaster, CA
- Pasadena City Guidelines, Pasadena, CA
- Fisherville Master Plan, Memphis, TN
- 3rd Street Corridor Specific Plan, East Los Angeles, CA
- Ventura Harbor Plan, Ventura, CA
- Tehachapi General Plan, Tehachapi, CA
- Residence Plan at Scripps College, Claremont, CA
- Scripps Master Plan, Claremont, CA
- Loma Linda University Health Transportation Plan, Loma Linda, CA

Team Member Years of Experience and Areas of Expertise

McKenna



M. Paul Lippens, AICP, NCI

DIRECTOR OF TRANSPORTATION AND URBAN DESIGN

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Arts
Hampshire College

HONORS

- Award for Excellence in Transportation Planning for “Realize Cedar: Urban Design Framework”**
Delhi Charter Township (Ingham County), MI, Michigan Association of Planning
- Award for Excellence in Transportation Planning for “Bike/Walk Livonia: A Future Transportation Plan”**
City of Livonia, MI, Michigan Association of Planning
- Implementation Award, 2013**
Illinois American Planning Association
- Best Practices Award, 2012**
Illinois American Planning Association

PROFESSIONAL EXPERIENCE

- Urban Design**
Led the Indianapolis East 10th Street Urban Design and Gateway Plan to improve the pedestrian environment and promote walkable access and crossing areas. The plan defines parking and parking management for businesses and residences, as well as the creation of bicycle facilities. Plan recommends improved bus shelters and bus pull-offs and intersection traffic management and improved vehicular traffic flow. Developed design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destination functions; district identity elements; and public open space with design recommendations, construction budgets and implementation strategies.
- Complete Streets Policy and Implementation**
Award winning author of the Complete Streets, Complete Networks Design Manual, which combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The manual provides guidance on the implementation of complete streets policy and presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. Also coauthored the Complete Streets Chicago: Design Guide - Chicago’s, Complete Streets v2.0.
- Bicycle and Pedestrian Plans and Safety**
Led award winning bicycle and pedestrian planning in Livonia, Delhi Township, Frenchtown Township, and Paw Paw (Michigan) Evanston, Midlothian, Palos Heights and Winfield (Illinois) and Lowell (Indiana), as well as sub regional bike plans in Chicago suburbs. Studied sidewalk gaps, and recommended bike lanes, sharrows, trails, and protected bikeways. Improved crossing safety and intersection design for people walking, biking, and taking transit. Made network recommendations which considered traffic vehicular volume, roadway configuration, MMLoS, destinations, delay, directness, and public perception.
- Trail Planning and Access Studies**
Lead planner and designer for the Fort Wayne Downtown/South Central Area Connectivity Plan. Planned a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to regional amenities. The network is highlighted by an urban greenway linear park loop. A greenway extends the current Rivergreenway system as an armature linking neighborhoods with shared recreational, cultural and commercial resources. Additionally, led design and access studies on the Des Plaines River Trail, the Illinois Prairie Path, and Chicago’s world famous Lakefront Trail.
- Multi-Modal Transportation System Planning and Design**
Led multi-modal planning projects in Indianapolis and Carmel, Indiana, which initiated transportation systems to integrate bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors. Designed system to encourage development of a place-based transportation, principally pulling land use analysis, housing and neighborhood planning, economic development potential, and green infrastructure into the plan to assure a comprehensive approach to add value to residents.

MEMBERSHIPS

- American Institute of Certified Planners
American Planning Association
- Michigan Association of Planning
Congress for New Urbanism

CERTIFICATIONS

- National Charrette Institute**
Charrette Systems and Management and Facilitation

Team Member Years of Experience and Areas of Expertise

McKenna



Paul Urbiel, AICP

SENIOR PRINCIPAL PLANNER

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Science in Architecture
University of Michigan

PROFESSIONAL EXPERIENCE

Zoning

Conducted zoning and regulatory analysis to support conceptual design / development feasibility studies. Formulated recommendations for code and policy revisions to successfully create walkable, vibrant mixed-use districts.

Comprehensive and Neighborhood Planning

Managed dozens of planning processes for areas and neighborhoods, analyzing complex planning problems and developing recommendations to improve social, economic and cultural welfare for communities in six states, Canada, Saudi Arabia, Malaysia, and Yemen.

Economic Development

On behalf of a planning/host committee of public, private and non-profit sector leaders, planned and implemented a multifaceted economic development initiative to improve the built environment and maximize visitor experiences in downtown Detroit leading up to Super Bowl XL and related events. Designed and managed stakeholder input processes to galvanize support and a vision for the Dequindre Cut rail-to-trail conversion, leading to the implementation of the 3-mile greenway that now connects the Eastern Market to the Detroit Riverfront, two of metropolitan Detroit's most vibrant and cherished places.

Site Planning and Design

Prepared design guideline documents and performed conceptual site planning activities for development feasibility of mixed-use, commercial, residential, and industrial projects.

Data Analysis

Conducted research and analysis of existing physical, economic and social condition data including: demographic, land use, property, historic urban form, transportation systems and neighborhood assets. Performed GIS-based land use and property analysis for the creation of a transit-oriented improvement authority, conflicting land use mitigation, and development opportunity identification

Public Engagement

Led community and stakeholder engagement for neighborhood and district plans. Designed engagement plans and facilitated exercises that ensured broad community input. Interpreted data about community desires and integrated into plan recommendations.

Funding and Grant Management

Managed diverse public, private and non-profit stakeholders to formulate a shared vision, then wrote a successful grant application for the first cohort of the BUILD Health Challenge. Collaborated on the writing and production of a Business Case for the Eastern Market Reinvestment Strategy to secure more than \$11 million in philanthropic commitments that transformed the management and the built environment of the market district.

AFFILIATIONS

American Institute of Certified Planners

Team Member Years of Experience and Areas of Expertise

McKenna



Adam A. Cook, CNU-A NCI FBCI
Principal Planner and Research Analyst

1508 Plymouth Rd. #54
Ann Arbor, MI 48105
Tel. 313.610.0969
acook@seamlesscollaborative.com



Adam A. Cook, CNU-A NCI FBCI

Adam is the founding Principal Planner and Research Analyst at Seamless Collaborative, a boutique consulting firm providing expertise in strategic urban planning, economics, and design. His nearly ten years of project experience has spanned areas including urban planning and design, market analysis, and project and charrette management.

Adam's philosophy, centered on traditional urbanism and placemaking, has inspired his work on diverse projects in the United States and Canada. His firm has consulted on placemaking projects in communities throughout Michigan on behalf of the Michigan Municipal League (MML) in partnership with the Michigan State Housing Development Authority (MSHDA) and Michigan Economic Development Corporation (MEDC). He is an active member of the Congress for the New Urbanism (CNU), serving as Vice President for CNU's Michigan Chapter. Adam holds certificates in Charrette Management and Facilitation from the National Charrette Institute (NCI), as well as a certificate of course completion from the Form-Based Codes Institute (FBCI).

Adam has made significant contributions to urbanist projects and education throughout North America, including:

- Developing vision plans, master plans, and form-based codes in communities across the Midwestern US and Ontario, in partnership with local government, local, and national consultants;
- Leading a team of consultants which developed and executed an innovative program of Predevelopment Technical Assistance in four Michigan Redevelopment Ready Certified communities on behalf of the Michigan Municipal League and Michigan Economic Development Corporation;
- Contributions to over fifteen retail and residential market studies at the downtown and regional scales, developing market strategies, zoning recommendations, and client-specific research on community retail;
- Managing and contributing to charrettes and stakeholder workshops in dozens of communities, resulting in two award-winning vision plans (Vernor Crossing in Southwest Detroit and the West Dearborn Living Street plan);
- Teaching the comprehensive MiPlace Placemaking Curriculum to audiences of professionals, elected officials, and local stakeholders in dozens of Michigan communities, and South Bend, IN;
- Guest lectures, workshops, and participation in student project reviews at three Michigan university planning and architecture programs.

Adam received a BS in Mathematics and Economics from the University of Michigan-Dearborn, and studied Urban & Regional Planning and Historic Preservation at Eastern Michigan University. His views on urbanism are further influenced by extensive travel throughout North America, and experiences residing in several traditional neighborhoods; a rural community in western Kentucky; a small English town (during his childhood); and a Swiss village in the Alps (as a foreign exchange student).

Team Member Years of Experience and Areas of Expertise

McKenna



John R. Jackson, AICP, CNU, NCI

PRESIDENT

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Environmental Design
Miami University, Oxford, OH

HONORS

Planning Excellence Award for Implementation of "Downtown Grosse Pointe Revitalization Program"
City of Grosse Pointe, MI, Michigan Association of Planning.

Outstanding Planning Project Award for Open Space Development,
Hamburg Township (Livingston County), MI, Michigan Association of Planning and Michigan Society of Planning Officials.

PROFESSIONAL EXPERIENCE

Comprehensive Planning
Prepared comprehensive plans for rural and urban communities based upon community goals and land capability. Prepared zoning ordinances, capital improvement programs and regulatory mechanisms for communities from 4,000 to 60,000 populations.

Community Planning and Zoning
Directed preparation of the master plans, urban design plans, and updated zoning ordinances. Provided day-to-day advisory services on comprehensive planning, zoning, site design and subdivision regulations for municipal, legal and real estate clients.

Zoning
Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Advised legislative bodies, Planning Commissions, and Zoning Boards of Appeals on land use regulation and proposed development and redevelopment in a number of communities of various sizes and character. Prepared form-based and hybrid zoning ordinances for municipalities to promote quality predictable development.

Urban Design
Prepared and implemented regulatory instruments addressing architectural design, form-based standards, aesthetic character, historic preservations, site plan review, and streetscape design.

Economic Development Planning and Management
Provided planning and execution assistance in all phases of economic and community development and tax increment financing including planning, acquisition, rehabilitation, public improvements, citizen participation, financing and administration for redevelopment projects using DDA, TIFA, LDFA, and Brownfield mechanisms.

Real Estate Development
Created redevelopment strategies for single and multiple sites in Michigan communities. Tasks included performing economic and political/social feasibility studies, researching and developing appropriate use concepts for the site, and guiding the design process to complement the surrounding areas.

Central Business District Planning
Directed major urban design efforts for downtowns of cities, including retail, office, institutional, tourism, redevelopment, placemaking, circulation and parking planning and redevelopment financing.

Commercial Corridor Redevelopment
Directed preparation of corridor plans to revitalize older commercial strips and to accommodate public and private improvements through merchant and citizen involvement in the economic development process.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning
Congress for the New Urbanism

Michigan Downtown Association
Michigan Farmland and Community Alliance
American Institute of Architects, Affiliate Member

Team Member Years of Experience and Areas of Expertise

McKenna



Laura Haw, AICP, NCI
SENIOR PRINCIPAL PLANNER

EDUCATION

Master of Urban Planning
Physical Planning and Design
Taubman College, University of Michigan

Bachelor of Arts (with honors)
International Development
Michigan State University

Bachelor of Arts (with honors)
Political Science / Pre-Law
Michigan State University

PROFESSIONAL EXPERIENCE

Master Planning and Downtown Development Authority (DDA) Planning
Preparation of master plans, sub-area plans, and corridor plans including data collection, documentation and analysis of existing conditions, character planning, goals and objectives, and recommendations / strategic matrices for future project prioritization, phasing, and implementation processes. Additional focus on downtown districts, feasibility analysis, catalytic impact assessment, and ease of development opportunities. Project highlights:

- Master Plans (Village of Vicksburg, Village of Franklin, City of Eastpointe, Charter Township of Plymouth)
- Downtown Development Authority/TIFA Plans (City of Bangor, Village of Vicksburg, Charter Township of Plymouth Township, Village of Lake Orion, and City of Wayne)
- The Upper Westside Neighborhood Plan, City of Detroit

Public Engagement
Organization and the facilitation of various public engagement functions, including community-wide public workshops, charrettes, focus groups, steering committees, and open houses to inform and capture the visions and ideas of stakeholders. Additional capabilities in organizing and managing online public engagement platforms, including social media.

Lean Zoning / Ordinance and Regulatory Review
Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Experience in streamlining and re-structuring Zoning Ordinances to reduce red-tape, add clarity, and ensure quality building form. Preparation of amendments to address new development trends include elderly housing and accessory dwelling units, urban agriculture, non-traditional historic districts, and planned unit developments.

Parks and Recreation / Open Space Planning
Expertise in creating parks and recreation master plans, per MDNR requirements, including facilities assessment, natural features inventory, deficiencies analysis, and action plan programming. Experience in Phase II of Parks and Recreation master planning with MDNR grant applications.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning

CERTIFICATIONS

National Charrette Institute
Charrette Systems and Management and Facilitation

Team Member Years of Experience and Areas of Expertise



mailing address

LandUseUSA | Urban Strategies
6971 Westgate Drive
Laingsburg, Michigan 48848
www.LandUseUSA.com

DBE-Certified

Sharon Woods, Principal

CRE | CNUa | FBCI | NCI | MA | DBE



Sharon Woods is the founding Principal and President of LandUseUSA | Urban Strategies. Her specialty is studying the lifestyle preferences of migrating households, forecasting market opportunities, and developing strategies for cities, urban planners, and developers. She focuses on target market households and their cravings for urban housing, retail, placemaking amenities, and social interaction.

Sharon is an active proponent and advocate for urbanism, placemaking, and aesthetics through good building form and design. She contributes to the urbanism cause by developing housing and residential market studies, retail market studies, and land use strategies. Her personal mission is to inform and encourage communities, developers, and investors on ways to create vibrant urban places that are engaging and that help them intercept target market households who are on the move across the nation.

Sharon serves as a faculty member with the Incremental Development Alliance, a non-profit and volunteer-based organization focused on teaching developers how to reinvest into their communities, and with small projects that incrementally add value. She is also a member of the Downtown Collaborative; and serves as a board member for her local chapter of the CNU.

Sharon is a certified Counselor of Real Estate, which is an invitation-only organization that holds its members to exceptionally high standards, and specifically on its six core principles of integrity, knowledge, experience, wisdom, commitment, and distinction.

Sharon began her career with twelve years in leadership positions at four Fortune 500 retail corporations; and developed expertise in location intelligence, site selection, revenue forecasting, and market analysis. She grew up in the Historic Seward Neighborhood of Minneapolis and has worked in four downtowns, including Minneapolis (Target), Cincinnati (Macy's), Detroit (GM), and Lansing (consulting). These urban places inspired her and in 2000 she decided on the career change that has enabled her to make an invaluable contribution to the urbanism cause.

alliances and partnerships

Downtown Collaborative | DC
Collaborator

Incremental Dev. Alliance | IDA
Faculty Member

certifications

Counselors of Real Estate | CRE
Congress for the New Urbanism | CNUa
Form-Based Codes Institute | FBCI
National Charrette Institute | NCI

board of directors

Michigan Chapter of the CNU | MiCNU
Michigan Comm. Dev. Assoc. | MCDA

additional affiliations

American Planning Assoc. | APA
MI Association of Planning | MAP
MI Downtown Association | MDA
MI Economic Dev. Assoc. | MEDA

advanced education

Miami University | MU
Masters Degree Arts - 1990 | MA
Applied Geography | Urban Planning
Summa Cum Laude 4.0 with Honors

University of Wisconsin | UW
Bachelors Degree Arts - 1988 | BA
Applied Geography | Urban Planning

fortune 500 retailers

General Motors | Urban Science
Location Intelligence
Downtown Detroit | Michigan
Senior Manager | 2001-2002

Sears Holdings | Kmart Corporation
Real Estate Market Strategies
The City of Troy | Michigan
Director | 2000-2001

Macy's, Inc. | Federated Dept. Stores
Area Research, Location Intelligence
Downtown Cincinnati | Ohio
Senior Manager | 1993-2000

Target Corporation | Dayton-Hudson
Market Research & Analysis
Downtown Minneapolis | Minnesota
Senior Market Analyst | 1990-1993

Team Member Years of Experience and Areas of Expertise

Curriculum Vitae
Sharon Woods, CRE, CNUA, FBCI, NCI, MA
LandUseUSA | Urban Strategies



Professional Consulting; 2001 – Current

Sharon Woods is the Principal and founder of LandUseUSA | Urban Strategies, a professional consulting firm that serves the entire United States from its offices in central Michigan. Sharon has over 30 years of professional experience, including 20 years in consulting preceded by 12 years with Fortune 500 corporations (General Motors, Sears, Macy's, and Target).

Sharon provides real estate advisory services in the fields of market research and analysis, downtown and community development, urbanism and placemaking, and land use economics. She specializes in Target Market Analysis methods and the development of optimal land uses and economic growth strategies for wide range of clients, including state agencies, jurisdictions, planners, and private land developers.

Sharon is especially known for her skills in identifying missing building formats for urban places, and formulating strategies that leverage local assets while creating enjoyable places for living, working, and playing. She focuses on identifying market opportunities for missing building formats that support and encourage culturally diverse communities. Her skills span all land use categories, including retail and merchant space, hotels, entertainment and recreational venues, placemaking amenities, urban housing formats, and mixed-uses with professional space.

Sharon is a certified Counselor of Real Estate through an invitation-only organization that holds its members to internal high standards and the core principles of knowledge, experience, wisdom, integrity, and distinction. She serves on the Board of Directors for the state chapter of the Congress for the New Urbanism (CNU) and is a past board member with the Community Development Corporation (MCDA). In the national arena, she is also a faculty member with the Incremental Development Alliance (Inc Dev); and an instructor the Form Based Code Institute's (FBCI) Resource Council.

Employment History; 1990 – Current

LandUseUSA | Urban Strategies (2008 – Current); President and CEO, Founding Principal
Anderson Economic Group (2003 – 2008); Principal and Practice Area Director
General Motors | Urban Science (2002 – 2003); Senior Manager of Location Intelligence
Sears Holdings, Inc | Kmart Corp (2001 – 2002); Director of Real Estate Strategies
Macy's Inc | Federated Department Stores (1993 – 2001); Senior Manager, Area Research
Target Corp | Dayton-Hudson Corp (1990 – 1993); Senior Analyst, Market Research

Team Member Years of Experience and Areas of Expertise



Curriculum Vitae

Sharon Woods, CRE, CNUa, FBCI, NCI, MA
LandUseUSA | Urban Strategies

Advanced Education; 1985 – Current

FBC | Form Based Code Institute | Certified – 2019
CNUa | Congress for the New Urbanism | Certified – 2017
NCI | National Charrette Institute | Master's Certificate – 2016
Miplace | Placemaking Curriculum | All 6 Modules at Advanced 300 Level – 2014
MCP | University of Michigan – Extension | Master Citizen Planner – 2009
NAR | Middleton School of Real Estate | Continuing Education – 2002
MA | Miami University of Ohio | Master of Liberal Arts (Applied Geography) – 1988 – 1990
BA | University of Wisconsin | Bachelor of Liberal Arts (Applied Geography) – 1985 – 1988

Professional Memberships and Affiliations

<i>Acronym</i>	<i>Association Name</i>	
CRE	Counselors of Real Estate	Certified
FBCI	Form Based Code Institute	Certified
CNUa	Congress for the New Urbanism	Certified
NCI	National Charrette Institute	Certified
MA	Masters Degree – Applied Geography	Summa Cum Laude
MiCNU	Congress for New Urbanism Michigan	Vice President
MDA / DDA	Laingsburg Downtown Dev. Authority	Current Board Member
MCDA	Michigan Comm. Development Assoc.	Emeritus Board Member
IncDev	Incremental Development Alliance	Faculty Member
MAP	Michigan Association of Planning	TMA Instructor, Author
MSU LPI	Michigan Placemaking Curriculum	Past Curriculum Instructor
MU	Miami University – Oxford, Ohio	Alumni, Geography Mentor
FBCI	Form Based Code Resource Council	Instructor, Council Member
ICSC	International Council of Shopping Centers	Lifetime Member
LOCUS	Smart Growth America	Member
APA	American Planning Association	Member
MDA	Michigan Downtown Association	Member

Team Member Years of Experience and Areas of Expertise



ADAM GARMS, AICP

Transportation Planner



EDUCATION

BS, Community and Regional Planning, Iowa State University (Ames)

LICENSES & CERTIFICATIONS

American Institute of Certified Planners, 2005 (#136126)

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

Institute of Transportation Engineers (ITE)

YEARS OF EXPERIENCE

19

Adam’s transportation experience includes traffic control plans, data collection, travel demand and traffic simulation modeling, construction staging alternatives, and parking studies. He has been involved in the planning and design of Geographic Information Systems (GIS), Intelligent Transportation Systems (ITS), traffic signal design, and signage plans. He is experience with many types of advanced visualization, design, and modeling software, including ArcGIS, TransCAD, Cube, VISSIM/VISUM, Synchro/SimTraffic, Highway Capacity Software (HCS), SIDRA, and more. He has recently been working as a quality manager and auditor for major design projects.

RELEVANT PROJECT EXPERIENCE

- **CITY OF BIRMINGHAM, MICHIGAN, MASTER PLAN UPDATE;** *Jacobs Project Manager* (03/2019 to 01/2020). Adam performed a site visit, participated in stakeholder engagement meetings, and analyzed parking infrastructure as part of the Master Plan Update. Parking analysis included evaluating existing conditions and recommended improvements.
- **KIRKWOOD DOWNTOWN MASTER PLAN AND PARKING STUDY, CITY OF KIRKWOOD – KIRKWOOD, MO;** *Transportation Planner* (2017-18). Adam conducted an analysis of the current and future parking supply and demand to determine the sufficiency of the parking system through an inventory of the existing system, the identification of deficiencies, and the identification of possible improvement solutions. Adjustments to the zoning codes and modifications to the parking systems were included as part of the recommendations.
- **MASTER PLAN UPDATE, WEBSTER UNIVERSITY – ST. LOUIS, MO;** *Transportation Planner* (2011-2012). Adam evaluated vehicular circulation, pedestrian circulation, and parking for existing conditions and proposed future conditions. He proposed several traffic calming methods for campus streets and travel demand management techniques. Developed parking forecasts for proposed future conditions. ArcGIS was used to produce maps of the vehicular/pedestrian circulation and existing parking conditions.
- **MOBILITY PLAN UPDATE, COLLIN COUNTY – COLLIN COUNTY, TX.** *Transportation Planner* (2012-2013), Adam used the regional travel demand model to evaluate future roadway improvements. The North Central Texas Council of Governments (NCTCOG) regional travel demand model network that was developed in TransCAD was modified to evaluate alternatives that meet the future needs of projected traffic in Collin County. Maps were produced using ArcGIS to show demographic data and forecasted traffic impacts. .
- **DALLAS MIDTOWN TRANSPORTATION SYSTEM CONCEPTUAL ENGINEER STUDY, NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCOG) – DALLAS, TX;** *Transportation Planner* (2018 - 2019). Adam developed a ridership estimation tool for the proposed Dallas Midtown development, including alternative transportation modes, using the ITE Trip Generation Manual and a traffic forecasting four-step process in Microsoft Excel to provide a planning-level ridership estimate.

Team Member Years of Experience and Areas of Expertise



City of Royal Oak – New Master Plan

CRAIG JAKOBSEN, PE, PTOE | Transportation Engineer



Craig is a transportation professional with experience in traffic engineering, pedestrian safety improvement design, bike lane design, traffic impact studies, traffic signal operations, roadway geometrics, and complete streets design. His major focus has been on developing traffic solutions that exemplify walkable, bikeable, and livable streets. His disciplined and resourceful approach to projects makes him a dependable engineer capable of delivering sophisticated design solutions. By leveraging his experience with traffic issues large and small with his interest in creating efficient design solutions, Craig is able to find answers that work for all users.

RELEVANT PROJECT EXPERIENCE

- **CITY OF BIRMINGHAM, MICHIGAN, MASTER PLAN UPDATE;** *Transportation Engineer* (03/2019 to 09/2019). Craig completed a field visit to observe existing conditions, attended stakeholder workshops, and recommended complete streets and safety improvements to the roadway network. Potential improvements included an investigation into geometric changes on Woodward Avenue, a major roadway running along the edge of downtown Birmingham.
- **CHICAGO METROPOLITAN AGENCY FOR PLANNING (CMAP) AND DUPAGE COUNTY DIVISION OF TRANSPORTATION, ELGIN-O'HARE BICYCLE AND PEDESTRIAN PLAN;** DuPage and Cook Counties, IL – *Project Engineer/Data Analyst*. Created a prioritization formula to score potential bike routes based on a variety of project goals. The formula ranked bike projects based on factors such as density, crash frequency, connections to origins and destinations, network connectivity, and social equity. Priority scores were then combined with constructability to create a final prioritization model. Data was analyzed, and prioritization scores were displayed using ArcGIS.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, NORTH BRANCH INDUSTRIAL CORRIDOR TRANSPORTATION IMPROVEMENT SUPPORT SERVICES;** Chicago, IL – *Project Engineer*. Responsible for assisting with developing plans for both funded project tasks: Task 1, location and routing of the transitway river crossing, and Task 2, recommendations for improvements to the network of traffic signals. Craig leveraged his geometric design skills to assist with Task 1. He identified physical and operational barriers in the various crossing location alternatives and helped stakeholders decide on a preferred crossing location. Provided the preliminary alignment and profile for this preferred alternative. Concurrently, also managed the recommendations for traffic improvements in the study area and developed evaluation criteria to identify issues with the existing network and to prioritize improvements.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, MILWAUKEE AVENUE/LOGAN SQUARE PHASE I AND II;** Chicago, IL – *Project Engineer*. Major design project including concept development, geometric design, and traffic analysis. Developed several design alternatives to improve safety, accessibility, and traffic operations in the Square.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, IN-HOUSE TRAFFIC CONSULTING**

EDUCATION

MS, Transportation Engineering,
University of Illinois at Urbana-
Champaign

BS, Civil Engineering, Washington
University

LICENSES & CERTIFICATIONS

Professional Engineer: IL, #062-
067985

Certified Professional Traffic
Operations Engineer (PTOE),
#4235

PROFESSIONAL AFFILIATIONS

Association of Pedestrian and
Bicycle Professionals (APBP),
Chicagoland Chapter, Co-Founder
and Board Member (2017 – 2020)

Institute of Transportation
Engineers (ITE), 2016 Midwestern
District, Conference Planning
Committee, Student Activities
Chair (2015 – 2016)

ITE, Illinois Section, Director of
Student Affairs (2015 – 2017),
Student Activities Coordinator
(2013 – 2015)

Transport Chicago Conference,
Planning Committee, Registration
Chair and other roles (2013 –
2015)

YEARS OF EXPERIENCE

9

Team Member Years of Experience and Areas of Expertise

Jacobs

City of Royal Oak – New Master Plan

JADE PAUL, PLA, ENV SP | Landscape Architecture, Sustainability, and Resiliency Specialist



EDUCATION
Bachelor of Landscape
Architecture, North Dakota State
University
BS, Environmental Design, North
Dakota State University

LICENSES & CERTIFICATIONS
Registered Landscape Architect:
IL, #157.001234;
NJ, #21AS00134600;
NY, #002293-1;
PA, #LA003064
Certified Envision Sustainability
Professional (ENV SP), #2330
Council of Landscape Architectural
Registration Boards Certification,
#35589
Waterfront Alliance WEDG
Associate 2020

PROFESSIONAL AFFILIATIONS
American Society of Landscape
Architects
Architecture and Landscape
Architecture Program Advisory
Board, North Dakota State
University

YEARS OF EXPERIENCE
20

Jade has 20 years of award-winning experience that strives to integrate nature into ever-changing urban landscapes which are beneficial and restorative to local ecosystems. Her experience spans all phases of project development including site programming, stakeholder and public involvement, design guideline development, multidiscipline coordination, conceptual design, final design, and construction phase services

RELEVANT PROJECT EXPERIENCE

- **FORD LAND, DESIGN FOR ECOSYSTEMS SERVICES SUSTAINABILITY STRATEGY**; Detroit, MI – *Performance Landscape Planning and Design Subject Matter Expert*. Developed biomimic design strategies to advance positive native ecosystem performance at three Ford properties. The sites comprised of an urban campus including the preservation of the Michigan Central Station in Detroit, a greenfield research and development site in El Cristo, Mexico, and the proposed HUB building on Ford’s Dearborn, Michigan campus. Using principles of biomimicry, solutions advanced strategies that improved air and storm water quality, groundwater infiltration, ambient temperatures, and restored historic cultural connections using regenerative and urban agriculture, renewable energy, and landscape infrastructure using the “factory as a forest” concept.
- **CITY OF MIAMI BEACH, MIAMI BEACH INTEGRATED STORMWATER MANAGEMENT PLAN**; Miami Beach, FL – *Performance Landscape Planning Lead and Public Engagement*. Developed a city-wide, holistic, urban planning approach for stormwater management called “Blue Green Infrastructure”. Plan advanced context-based strategies to mitigate common urban flooding from increasingly heavy and more frequent storms, rising sea levels, and tidal fluctuation. Developed a concept typologies for common urban spaces and corridors, along with specific urban design solutions for Collins Canal and the Miami Beach Golf Course, showing how spaces could incorporate natural infrastructure strategies within reimagined neighborhoods that included public amenities, solutions for increased mobility, increased urban forest canopy diversity and succession, along with elevated surface temperature mitigation built around a balanced natural and grey infrastructure system.
- **ONONDAGA COUNTY GRAY-GREEN INFRASTRUCTURE PROGRAM**; Onondaga County, NY; *Program Landscape Architect*. Led development of urban planting standards and identified planting typologies for the greater Syracuse area in green infrastructure design. Served as an integral design and review component of the \$74M in green infrastructure projects and community redevelopment in streetscapes, parks, and plazas. Effort included siting, analysis, design, construction document preparation, and construction oversight of various green infrastructure projects over two years. Worked closely with City of Syracuse forester as well as national leaders in urban design and implementation strategies to improve sustainability. Plant palettes were developed to balance site clearance in traffic areas, salt spray and deposition, urban soils, soil moisture variances, seasonal community interest, pollinator food sources, and other site-specific conditions.

Team Member Years of Experience and Areas of Expertise



City of Royal Oak – New Master Plan

JOHN WIRTZ, PE, PTOE | Senior Transportation Engineer



John is a project manager with 17 years of traffic engineering and planning experience. He is passionate about multi-modal transportation, complete streets, and traffic safety; and has served as a guest lecturer for a graduate level Complete Streets courses at the University of Illinois at Chicago and the Illinois Institute of Technology. As Project Manager, John has led the design of 57 miles of on-street bike lanes, including many protected and buffered bike lanes. He has also worked on various NEPA studies ranging from categorical exclusions to environmental impact statements (EIS).

RELEVANT PROJECT EXPERIENCE

- **CITY OF BIRMINGHAM, MICHIGAN, MASTER PLAN UPDATE;** *Transportation Engineer* (03/2019 to 09/2019). John completed a field visit to observe existing conditions, attended stakeholder workshops, and recommended complete streets and safety improvements to the roadway network. Potential improvements included an investigation into geometric changes on Woodward Avenue, a major roadway running along the edge of downtown Birmingham.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, CHICAGO STREETS FOR CYCLING PLAN 2020;** *Jacobs Project Manager* (11/2011 to 09/2012). Chicago's Streets for Cycling 2020 Plan recommends a 645-mile network of roadways for innovative bikeway treatments, with the goal of making all Chicagoans feel safe bicycling on the city's streets. John was responsible for the route planning in three of the nine city sub-regions, including the central business district, and assisted with many Community Advisory Group and public meetings. He also developed a methodology to rate and prioritize individual corridors based on factors such as existing bike commute mode share, population density, proximity to destinations (transit, schools, parks, etc.), and network connectivity.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, MILWAUKEE AVENUE / LOGAN SQUARE PHASE I AND II;** *Project Manager* (04/2017 to Present). Jacobs completed preliminary and final engineering design services for a 1.3-mile segment of Milwaukee Avenue between Logan Boulevard and Belmont Avenue, including the roadways surrounding historic Logan Square. John developed multiple concepts to redesign Logan Square. The final design will create two new public open spaces by realigning Kedzie Avenue adjacent to the CTA Blue Line terminal and Milwaukee Avenue around the outside of the Square. The final design also includes full roadway lighting replacement, the addition of a new historically designed light pole style, two new signalized intersections, full modernization of three signals, and partial modernization of one signal.
- **CHICAGO DEPARTMENT OF TRANSPORTATION, FULTON MARKET STREETSCAPE DESIGN SECTION 1 AND 2: OGDEN AVENUE TO HALSTED STREET;** *Section 1 Project Engineer* (09/2015 to 11/2018) and *Section 2 Project Manager* (12/2016 to 09/2020). John led the geometric design from Halsted Street to Ogden Avenue for this award-winning streetscape project. The design included large curb extensions, a curb-less "flex street" requiring unique stormwater management strategies and infiltration planters.

EDUCATION

MS, Transportation Engineering,
Northwestern University

BS, Civil Engineering, The Ohio
State University

LICENSES & CERTIFICATIONS

Professional Engineer: IL, #062-
060954

Certified Professional Traffic
Operations Engineer, #2932

PROFESSIONAL AFFILIATIONS

ITE 2020 Midwestern District,
Conference Planning Committee,
Co-Chair

Institute of Transportation
Engineers (ITE), Midwestern
District, Illinois Section
Representative (2018)

ITE, Illinois Section, Past President
(2018), President (2017), Vice
President (2016), Secretary
(2015), Director of Operations
(2011 – 2015)

ITE 2016 Midwestern District,
Conference Planning Committee,
Technical Program Co-Chair

Illinois Complete Streets Coalition
(2016 – present)

YEARS OF EXPERIENCE

17

Team Member Years of Experience and Areas of Expertise



JEFF YAKEL, PE | Civil Engineer



EDUCATION

BS, Civil Engineering, Michigan State University

LICENSES & CERTIFICATIONS

Professional Engineer: MI, #6201054743

MDEQ Certified Soil Erosion Sedimentation Control Comprehensive Training

MDEQ Certified Storm Water Operator

National Highway Institute Certificate of Training, FHWA-NHI-130055/Safety Inspection of In-Service Bridges

YEARS OF EXPERIENCE

13

Jeff is a versatile professional engineer registered in Michigan with 13 years of experience in design, construction oversight, and project management on a variety of civil engineering projects. He has managed teams of designers, contractors, and field crews on transportation infrastructure projects from preliminary design through construction; and is experienced in the design of geometrics, detailed grades, earthwork, drainage, and hydraulic modeling.

RELEVANT PROJECT EXPERIENCE

- **MACOMB COUNTY DEPARTMENT OF ROADS; MOUNT CLEMENS, MI; Project Manager** (09/2003 – 09/2011, 05/2017 – 05/2018). Jeff was responsible for over 40 road and bridge engineering design and construction projects throughout Macomb County, with construction costs ranging from \$100,000 to over \$7M. He has a consistent track record of driving projects to completion on time and on budget. He performed design calculations for roadway geometrics, foundations, retaining walls, storm sewer systems, and hydraulic analysis; wrote project-specific specifications; generated construction estimates, proposals, and bid tabs; and coordinated project activities with residents, utilities, municipalities, permitting agencies, and the Michigan Department of Transportation (MDOT). Example projects include:
 - **ROUNABOUT AND CONNECTOR ROAD TO M-53; 33 MILE RD AND MCKAY RD; BRUCE TOWNSHIP, MI; Plan Review Engineer for Design, Lead Project Engineer for Construction** (08/2017 – 05/2018). \$2,200,000 right turn lane construction along northbound M-53 freeway, median turn around construction, new roadway (McKay Rd) construction, roundabout construction, bridge widening of northbound M-53 freeway over the East Pond Creek and final clean-up / restoration
 - **BRIDGEVIEW OVER THE CLINTON RIVER; BRIDGEVIEW ROAD IN HARRISON TOWNSHIP, MI; Lead Design Engineer for Roadway, Staff Engineer for Bridge Details, Lead Project Engineer for Construction** (01/2009 – 05/2010). \$7,285,000 bridge removal and replacement, hot mix asphalt paving, guardrail, slope restoration and approach work on Bridgeview Road over the Clinton River and at Old North River Road. With a total length of 349 feet Bridgeview over the Clinton River is the largest bridge in Macomb County.
- **MICHIGAN DEPARTMENT OF TRANSPORTATION; STERLING HEIGHTS, MI; Transportation Engineer Level 9** (12/2002 – 09/2003). In this position, Jeff gained valuable knowledge of MDOT’s processes, requirements, and standard operating procedures for construction projects. Jeff provided construction oversight on road reconstruction projects including M-53 from 27 Mile to 34 Mile Roads and M-29 from Baker Road to County Line Road, attended weekly progress meetings, maintained a materials database, reviewed contractor claims, implemented soil erosion and sedimentation control measures, and reviewed contractor concrete QA/QC plans.

3.

Summary and Hyperlinks
to Master Plans Created
for Other Jurisdictions
Within Last 5 Years

Master Plans Created for Other Jurisdictions Within Last 5 Years

BIRMINGHAM DOWNTOWN MASTER PLAN; COMPREHENSIVE PLAN

Location / Size

Birmingham, MI

Date / Status

1996, 2014, & 2019 / Nearing
Completion

Hyperlink

<https://www.thebirmingham-plan.com/>

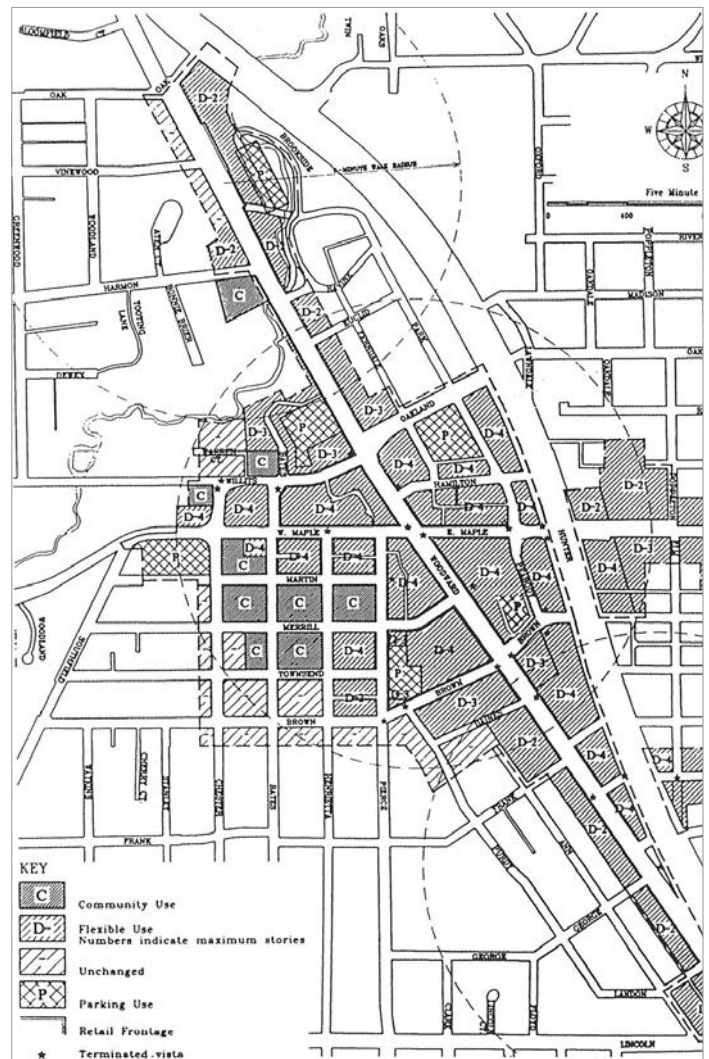


During a week long Charrette DPZ, together with local consultants, collaborated with the City of Birmingham to plan Downtown Birmingham to 2016. Benefiting from effective community engagement during the process the adopted plan served as a strategic guide though the next two decades of the City's development.

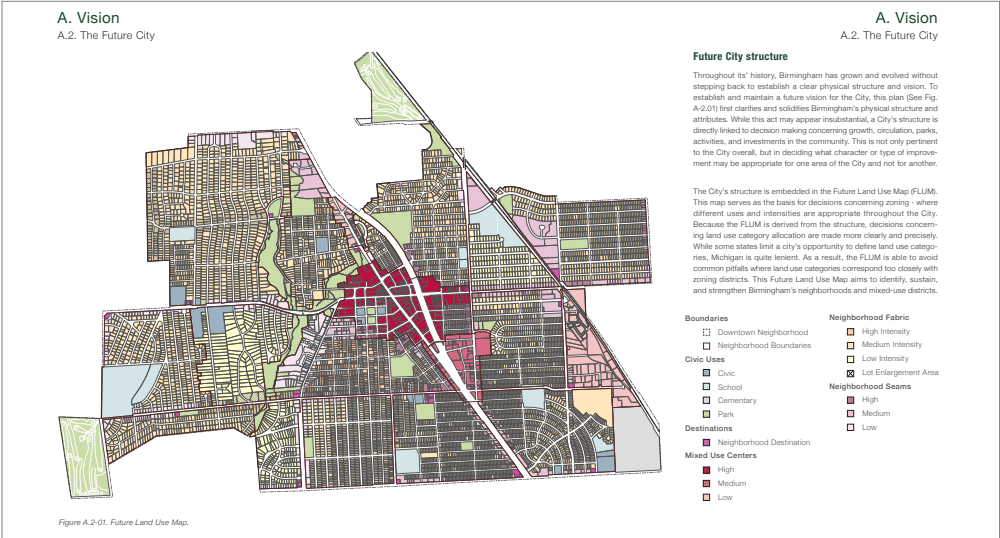
At the request of the City Commission and Planning Board, Andrés Duany returned to Birmingham in 2014, to review the Birmingham 2016 Plan's implementation. Responding to concerns raised by authorities, stakeholders, and residents, DPZ shared observations, made recommendations and emphasized the need to plan for the next generation. A number of untapped opportunities were identified:

- Streetscape, infrastructure and civic improvements.
- Review and expand the parking.
- Interventions to activate the Shain Park district.
- Completion of the Booth Park Connector.
- A highway northeast and northwest connection.
- Transform 555 Building into a landmark gateway.

In 2018, DPZ was re-commissioned to prepare a City-wide Comprehensive Plan with innovative community engagement. This work is being undertaken with local consultant McKenna, who are part of our proposed team for this effort for Royal Oak as well. With the goal of widening the success of the prior Downtown work to the entire City, the project is reaching its conclusion.



Master Plans Created for Other Jurisdictions Within Last 5 Years



Master Plans Created for Other Jurisdictions Within Last 5 Years

DOWNTOWN PONTIAC CNU LEGACY DOWNTOWN REVITALIZATION PLAN

Location / Size

City of Pontiac, MI /190 acres

Date / Status

2016 / Complete

Hyperlinks

<http://www.pontiac.mi.us/mayor/docs/CNU%20Report%20Pontiac%202016%20small.pdf>

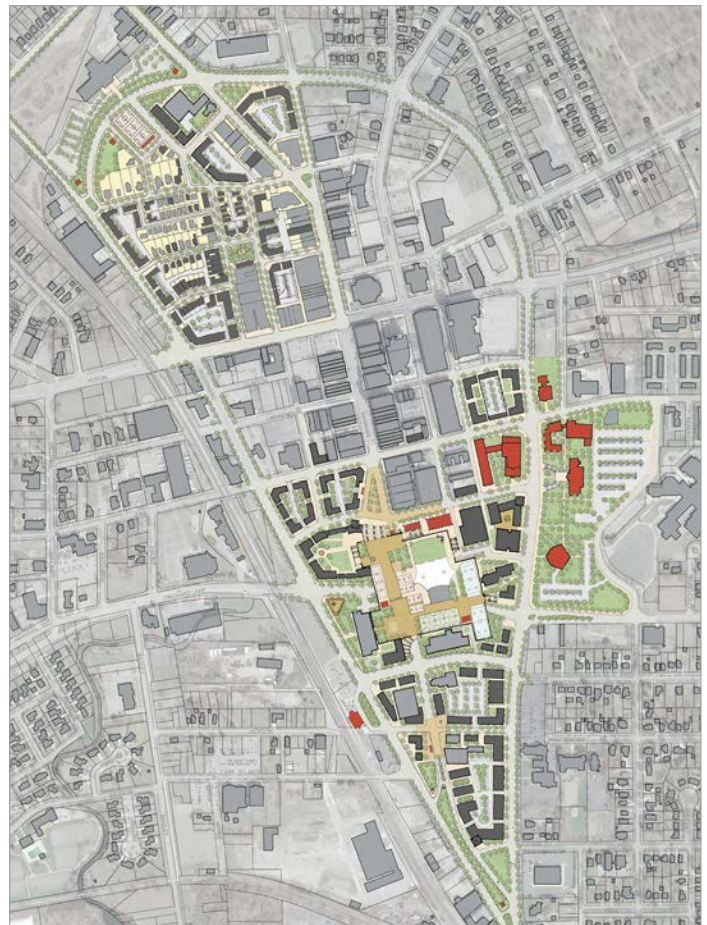
<https://www.cnu.org/publicsquare/pontiac-looks-downtown-revival>



Each year, CNU's Legacy Charrettes work in the Congress host region to empower local leaders, advocates, and communities to implement New Urbanist principles and build places where people and businesses can thrive and prosper. In 2016, the City of Pontiac was selected as one of four projects commissioned that year.

The early analysis identified much of the urban fabric still intact, pioneering local entrepreneurs, and market demand ready for housing and commercial uses. What was missing was a coherent, continuous, pedestrian-friendly framework for businesses, shops, restaurants and citizens to flourish. During the Charrette the team met with many of the City leaders, local business owners, developers and members of the community.

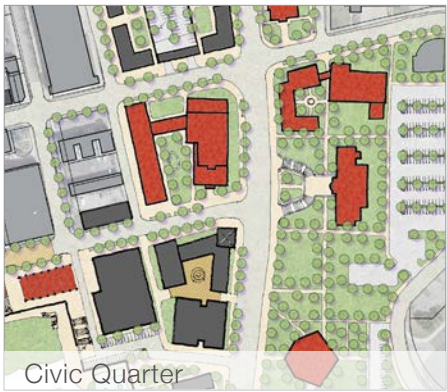
The Vision encompassed practical steps to revitalize Downtown Pontiac in a rational, phased process. The re-striping of streets to double the number of on-street parking, and making streets two-way again to help local businesses to be done right away; improving and reusing the Phoenix Center as a sports venue to begin soon after; the transportation recommendations be put in motion concurrently; a public market, pop-up retail and incentives for infill and redevelopment can come soon after.



Master Plans Created for Other Jurisdictions Within Last 5 Years



Lot 9 and Phoenix Center



Civic Quarter



Lafayette Neighborhood



Master Plans Created for Other Jurisdictions Within Last 5 Years

MIAMI 21

Location / Size

Miami, Florida

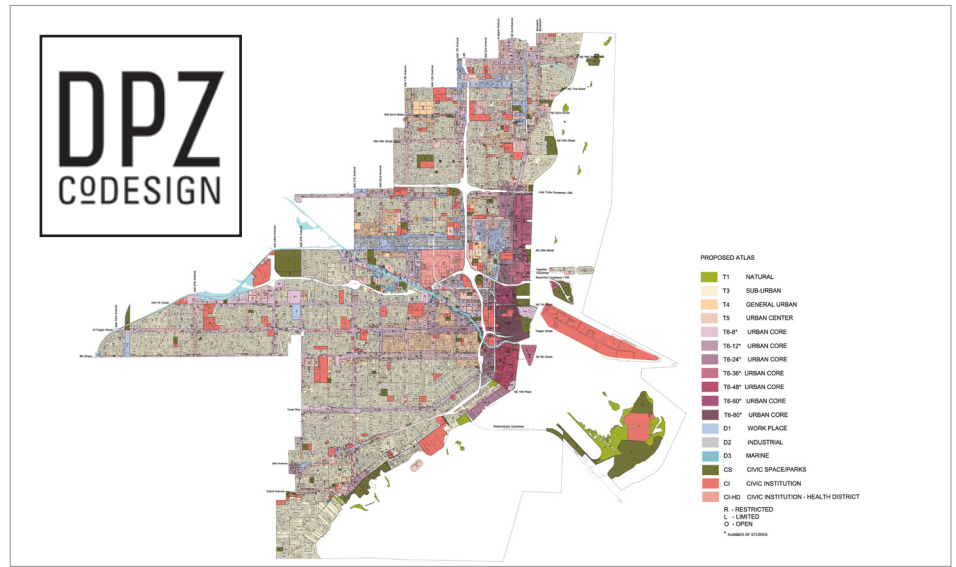
Date / Status

2008 / Adopted; 2021

Update Ongoing

Hyperlink

<http://www.miami21.org/>



Responding to Miami's rapid growth, the City's Planning Department commissioned DPZ to embark on an unprecedented mission: a complete overhaul of the City's zoning code with the largest known application of a form based code address the public and private realm, create a more efficient permitting process, and provide a stable environment for investment.

Miami21 proposes dual yet distinct goals of conservation and development. Conservation goals are intended to preserve neighborhoods/historic sites, create sustainable development through green building incentives, conserve energy through green initiatives, improve connectedness for walk-ability, increase access to natural environments and improve quality of life for residents. Development goals are intended to develop corridors to function as transit-oriented centers, ensure predictable environment for growth and appropriate development, incentivize LEED and maintain future growth capacity of downtown.

Six elements, in particular, serve as the linchpins in the development of the blueprint: a Form-based Code, Economic Development, Transportation, Parks and Open Spaces, Arts and Culture, and Historic Preservation. Miami21 was fully adopted – as DPZ had submitted it – in May 2010.

In 2021, DPZ was re-engaged by the City of Miami to update Miami21.

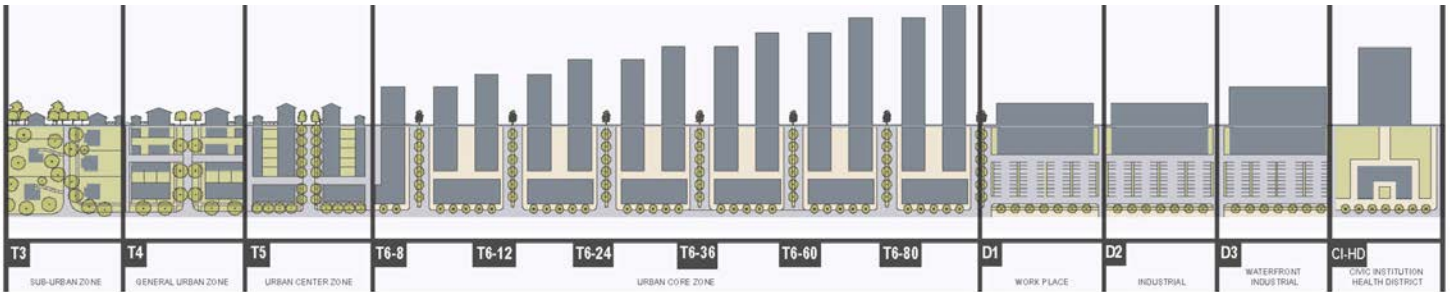


BEFORE

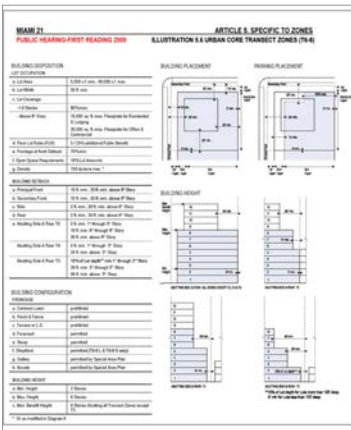


AFTER

Master Plans Created for Other Jurisdictions Within Last 5 Years



Goals depicted here: Neighborhood Conservation, Pedestrian Friendly Environment, Economic Vitality, Civic Space Accessibility, Historic Preservation



Master Plans Created for Other Jurisdictions Within Last 5 Years

ORANGE COUNTY COMPREHENSIVE PLAN AND CODE

Location / Size

Orange County, FL /
900 sq mi

Date / Status

2016 & 2018 / Substantially
Complete

Hyperlink

<https://www.orangecountyfl.net/PlanningDevelopment/ComprehensivePlanning/Vision2050.aspx>



DPZ was commissioned to update the Orange County Code (Orange Code) and subsequently engaged to develop specific place types for the 2050 Comprehensive Plan.

The updated Orange Code regulates development to ensure high-quality public spaces by context-sensitive building types and uses. It incorporates building form standards, street standards, (plan and cross-section), use regulations, descriptive building or lot types, regulating plan requirements, and other elements. The Zoning Atlas will be the new zoning map for Orange County. Additionally, in order to guide the County's future growth and intensities of permitted development, further studies such as the calibration of specific Place Types plans with public involvement and further map amendments will be required.

In 2018, upon submission of a draft Orange Code, DPZ, with Canin Associates, provided conceptual design services for the 2050 Comprehensive Plan. The Plan update aims to embody a community vision for guiding growth within the urban and rural service areas. Priority redevelopment areas, targeted areas for infill along commercial corridors, the preservation of established neighborhoods were all keyed and identified to ensure a full range of life styles desired by Orange County residents could be provided.



Master Plans Created for Other Jurisdictions Within Last 5 Years

[illegible]

SECTION 5: SITE DEVELOPMENT STANDARDS

73

TABLE 5.4: OPEN SPACE STANDARDS ILLUSTRATED







Open Space Hierarchy	Square	Place	Parklet Park	Passage
Characteristics				
	A Green square, typically located at an intersection of important streets. It is designed for active-based recreation and civic purposes. The square is usually defined by built structures and contains a mix of paths, trees, and some temporary seating.	A Green space designed for civic purposes and commercial activities. It is the more urban (street) squares, generally paved and spatially defined by building footprints. It is used for walking, jogging, parking and as a market or designed as typical parking lots.	A Green space designed and equipped for the recreation of all, both paved surfaces and shaded spaces and active activities. Pocket Parks are the smallest type of green space located within 1,000 ft of residents. Located near to local facilities, local shops and amenities. They may also include community gardens and playgrounds.	A Green space passage (dedicated) pedestrian-use only and often bordered by structures or streetscape features. Typically defined by footpaths, streets and/or public space at points of access. Green walls and physical walls to facilitate pedestrian circulation. May be located in green-designated or green-designated Open Space.
Size	Permitted in T4, T5 Constrained in T6, T7a 400 x 400 m; 3 ac min.	Permitted in T5, T6 Constrained in T7a 0.25 ac min; 1 ac max.	Permitted in T5, T6, T7a 1,000 x 1000 ft; 0.25 ac min.	Permitted in T6, T7a, T7b Constrained in T2 400 x 150 ft / 200 x 150 ft
Edge Condition	Thoroughfare on a min. 2 sides, none adjacent.	Thoroughfare on a min. 2 sides.	Thoroughfare or pedestrian route on all 4 sides.	Buildings on 2 sides
Max. Building Penetration	400 x 400 ft	400 x 400 ft	400 x 400 ft	N/A
Surface	100% paved	80% paved	paved or landscaped	N/A
Open Water	N/A	N/A	N/A	N/A
Shaded Open Space	1 acre / 100 ft	1 acre / 1,000 ft	1 acre / 200 ft	10 min buffer/100 ft T4, T5
Permitted Uses	See "Table 5.4"	See "Table 5.4"	See "Table 5.4"	See "Table 5.4"

TABLE 7.1 FRONTAGE YARD TYPES	
YARD TYPE: SHALLOW	
ILLUSTRATION	
PLANTING	6 shrubs per 500 sf
SURFACE	Must be landscaped in 14.1 and 14.2 and may be paved in 14.2 and 15.
WALKWAYS	Open setback between structure and building entrance 76.
FENCING	Permitted at or interior to the building setback line at pedestrian street frontages. Permitted at or interior to access street frontage fence. Permitted at outdoor seating areas.
YARD TYPE: URBAN	
ILLUSTRATION	
PLANTING	75%
SURFACE	Must be paved and at sidewalk grade. Vegetation is permitted in raised containers.
WALKWAYS	614
FENCING	Permitted at outdoor seating areas only.



Master Plans Created for Other Jurisdictions Within Last 5 Years

ERIE TOWN CENTER

Location / Size

Erie, CO / 390 acres

Date / Status

2019-2020 / Approved

Hyperlink

<https://www.erieco.gov/1428/Town-Center>



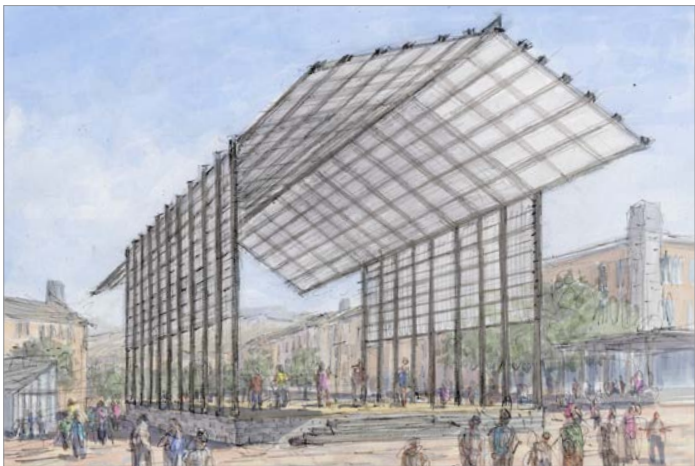
Over the past thirty years the Town of Erie has experienced continued population growth. Much of the growth has translated into high-value, low-density suburban type housing. The challenge for Erie is in what form should further development take and how should the Town influence a number of strategically located vacant sites.

The Town engaged DPZ to carry out a community visioning exercise to lay the foundation for a shared vision of a coherent Town Center. As an alternative to developing along the wide inhospitable arterials roads, that couldn't be narrowed, the Plan introduces a pedestrian-oriented thoroughfare running north-south and parallel to County Line Road. 'The Peel' is designed to demonstrate the highest quality public realm, lined with commercial development, mixed-use properties, and interesting public spaces for the community to gather.

The Town Center accommodates a range 'expERIEnces' and incubator spaces which were identified and sought after by Erie's younger generation, senior population, and entrepreneurs. Surrounding the commercial elements are a number of neighborhoods that feature a mix of housing types, community parks, and landscaped trails that connect with popular existing recreational facilities and the historic Old Town - creating, for the first, a coherent Town Center.



Master Plans Created for Other Jurisdictions Within Last 5 Years



Master Plans Created for Other Jurisdictions Within Last 5 Years

BONITA BEACH ROAD LAND USE STUDY

Location / Size

Bonita Springs, FL / 950
acres

Year / Status

2017-2018 / Complete

Subsequently DPZ has been
further engaged by the City
(ongoing).

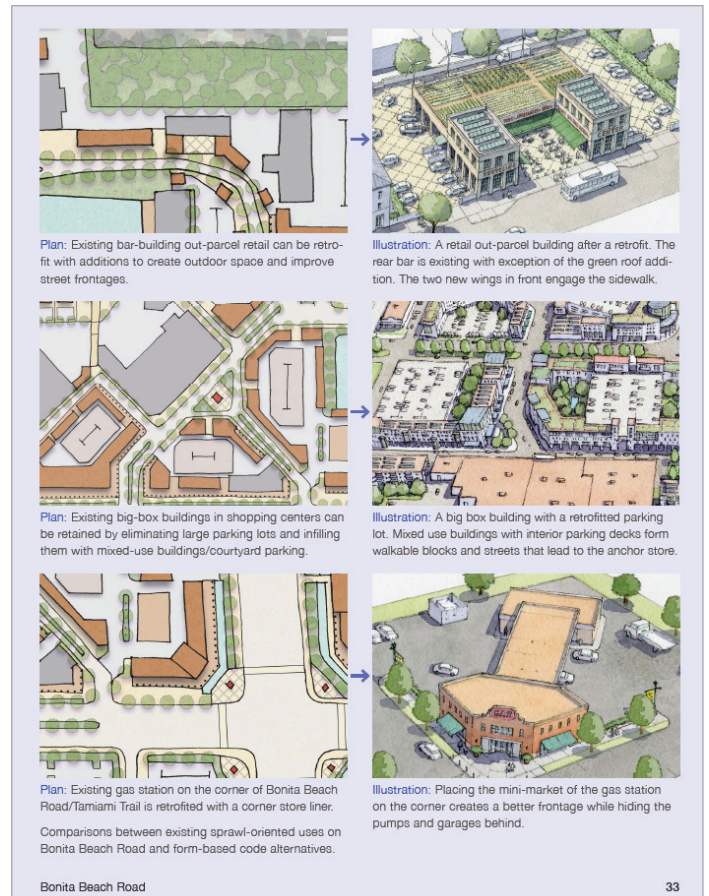
Hyperlink

https://dpz.egnyte.com/dl/vB1hHH0opk/1733-Vol-1-Parts1-4_Combined.pdf

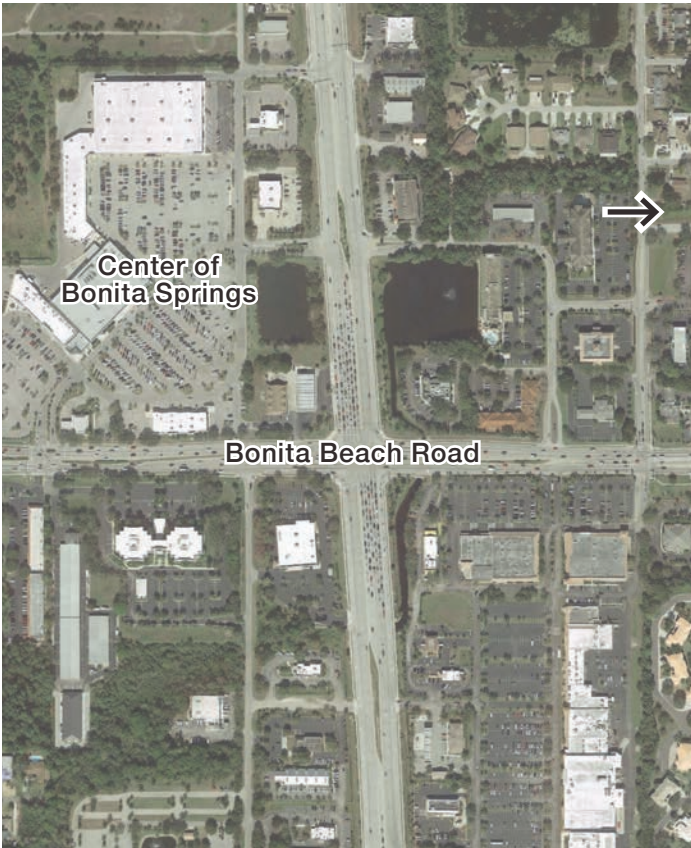


The first of two DPZ studies in Bonita Springs focused on land use along the town's principal East-West Arterial. Working together with the community in an engaged public process, DPZ suggested widespread mobility and connectivity improvements, the linking of adjacent parking lots, and a better pedestrian experience. Five critical nodes, ranging from a highway interchange to a large brownfield, were identified and given recommended Illustrative Plans for future development. A 3-D depiction of a typical condition of disconnected shopping centers has proven a useful tool in explaining how, over time, redevelopment interventions can produce a more integrated, pedestrian-friendly streetscape, and with the insertion of a continuous slip road help keep vehicles from having to access the main road.

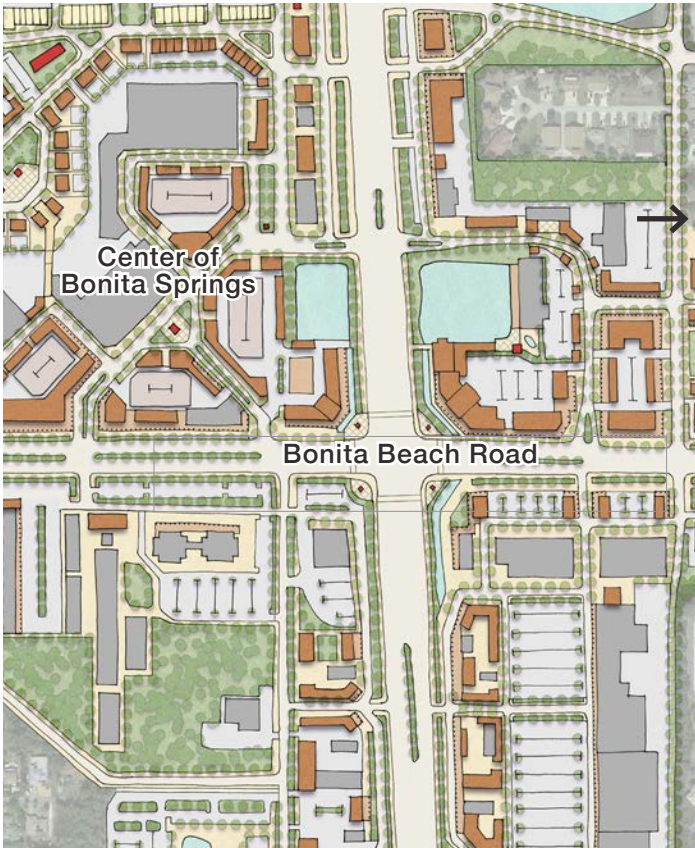
Following the charrette, DPZ was engaged again to prepare a Form-Based Code and several master plan demonstrations. The work supported a major, and award-winning, infrastructure investment by the City of the downtown Main Street, Old Highway 41. Part of the Code, the city's existing Master Plan was incorporated into the new Regulating Plan. The re-write of the existing code into a form-based document is now nearing completion.



Master Plans Created for Other Jurisdictions Within Last 5 Years



Existing



Proposed



Rendering of a restaurant promenade and park along the Imperial River, reflecting the required FEMA setbacks/heights

Master Plans Created for Other Jurisdictions Within Last 5 Years



MCKENNA

Communities for real life.

What we did:

DESIGN

Master Plan

Community Empowerment

Suburban Retrofit

Livonia Vision 21, the City's Comprehensive Master Plan

CITY OF LIVONIA, MICHIGAN

Hyperlink: <https://www.livoniavision21.com/>

McKenna partnered with the City of Livonia to develop a truly action-oriented, community driven plan that would build on years of progressive municipal planning. The primary focus for this comprehensive master plan, *Livonia Vision 21*, was to identify priority steps for the next three (3) years that would continue to secure Livonia for the next 100-years.

Livonia Vision 21 is not only the City's comprehensive policy document directing future decisions for land use transportation, neighborhoods, infrastructure and open space, among other topics. It is also a community plan that resulted from McKenna's robust public engagement program and was strengthened by the involvement of community members throughout 2018.

Throughout the planning process, there were numerous opportunities for stakeholders to offer ideas and reactions with the 16 member appointed steering committee, administration and elected officials. Community engagement opportunities included online surveys, public meetings, presentations, and workshops. Exercises with the public focused on future land use, mobility, visual preference surveys, and missing middle housing and were designed to facilitate conversation about the most important aspects of the community. Outreach efforts also included an intense, two-day charrette in which three special planning areas for the City were creatively redesigned.

With significant public input, the *Livonia Vision 21* Plan positions Livonia for continued success and confirms the aspirations of residents, businesses and stakeholders.

LIVONIA V21
STARTS NOW



Master Plans Created for Other Jurisdictions Within Last 5 Years



MCKENNA

Communities for real life.

What we did:

PLANNING

Master Planning

Downtown Planning

Neighborhood Planning

Public Engagement

Sustainable Rochester Plan

CITY OF ROCHESTER, MICHIGAN

Hyperlink: <https://www.ci.rochester.mi.us/473/Sustainable-Rochester>

Rochester, one of Michigan's premier medium-sized cities located north of Detroit, is surrounded by fast-growing communities—and thus has been subject to extreme development pressure. Rochester's walkability, vibrant downtown, and traditional neighborhoods have made it the center of this highly attractive suburban area in metro Detroit.

The City's recently updated Master Plan identified a number of "potential intensity change areas"—sites likely to redevelop in the near future. Rochester experienced a building boom of mixed-use and residential development in its downtown consistent with the Master Plan. However, City leaders saw the need to gain a thorough understanding of the impact each of these projects would have on the character of the community, as well as impacts on the community's natural, historic, and man-made systems.

Rochester engaged McKenna to develop a sustainability tool that would establish key measurable indicators. McKenna analyzed and developed 20 Rochester-specific indicators including tree coverage, traffic, parking, stormwater, and financial impact. McKenna's analysis included a determination of the baseline for each indicator; then, working closely with the Interdisciplinary Working Committee through a robust public process, McKenna developed optimal levels for each indicator based on the objectives of the Master Plan. The McKenna team developed a scoring system, on which each new development is scored—ensuring that future development is sustainable and consistent with the established and envisioned character of the community. In addition, the City appointed McKenna to its Sustainability Directorship.

Rochester leaders are highly satisfied with the Sustainable Rochester process and resulting sustainability tool, and have directed McKenna to incorporate the program into the development review process for a comprehensive, coordinated approach to community planning and design excellence.



Master Plans Created for Other Jurisdictions Within Last 5 Years



Communities for real life.

What we did:

PLANNING
Master Planning

Master Plan

CITY OF HAZEL PARK, MICHIGAN

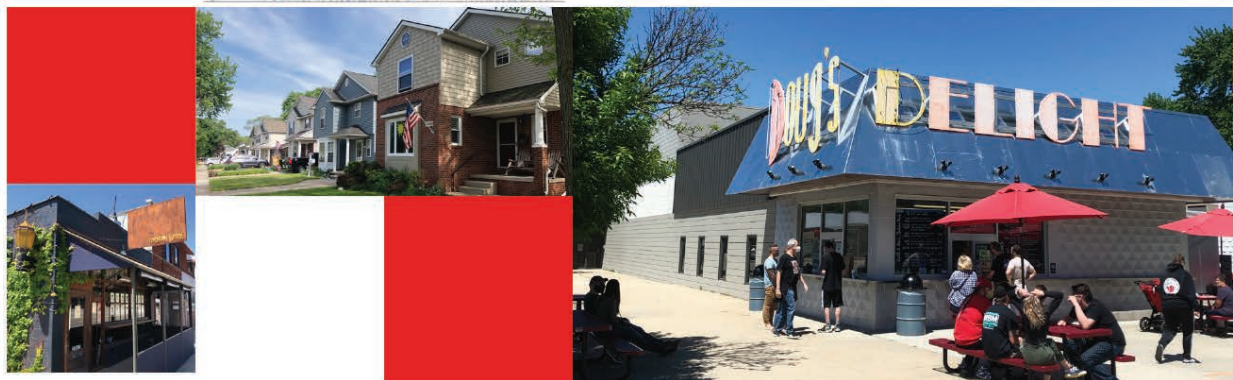
Hyperlink: <https://www.hazelpark.org/i-want-to/planning-and-economic-development/master-plan-news.php>

Hazel Park, Michigan is a mid-sized town in metropolitan Detroit that has enjoyed development gains and “buzz” since the Great Recession, becoming home to some of the region’s best restaurants and seeing increased home values due to an influx of new residents, many of whom are first-time homebuyers.

The City’s economic base has been comprised of small- to medium-sized light industrial users due to its convenient freeway access and central location within greater Detroit; these industrial buildings were developed during the postwar period, most of which were built with concrete block and a lack of visual interest or character. In spite (or because of) this gritty community character, interesting maker spaces and creative economy uses have increasingly called Hazel Park home. Recognizing that they needed to seize the moment, City leaders chose McKenna to prepare the first Master Plan in 20 years, understanding that they were due a policy guide to calibrate local codes and programs and to prioritize future action.

McKenna planners added value by crafting a land use framework that 1) Sets the stage for controlled flexibility in use of existing buildings along key corridors while emphasizing the importance of aesthetic improvements and visual interest; 2) Identifies specific sites in neighborhoods that can serve as low intensity, mixed-use centers of activity and small-scale retail, and provides the zoning implementation playbook for bringing those to fruition; and 3) Provides a nuts and bolts approach to the action plan / implementation section for immediate progress.

City, County, and regional leaders praised the plan for its unique and flexible approach to reuse and re-occupancy of the viable corridors, nodes, and neighborhoods in Hazel Park.



Master Plans Created for Other Jurisdictions Within Last 5 Years



MCKENNA

Communities for real life.

What we did:

DESIGN

Form-Based Coding

PLANNING

Public Engagement
Zoning

Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

Hyperlink: <https://www.cityofholland.com/868/Unified-Development-Ordinance-UDO>

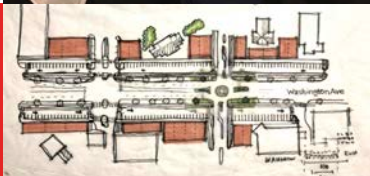
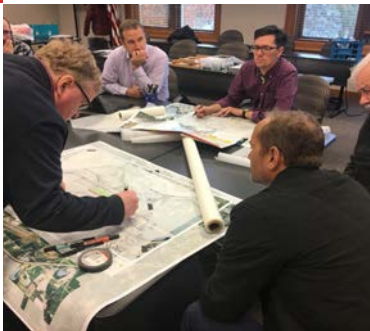
The City of Holland is a historic and well-maintained community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan's most successful downtowns.

In spite of its strengths, the City's zoning ordinance was originally written in 1943 and amended—but never fully rewritten—dozens of times since. Recognizing that a code commensurate with the community's expectations was overdue, Holland leaders engaged McKenna to engage in a comprehensive rewrite. Part of this important effort was to incorporate not only zoning regulations, but also the City's subdivision ordinance and other development-related standards; accordingly, the codes were renamed the Unified Development Ordinance.

McKenna and City staff engaged in a comprehensive public outreach program, including a week-long charrette, neighborhood meetings, online surveys, stakeholder engagement, and a series of public hearings held around the City.

The ordinance included a number of innovative elements, including:

- A form-based code for the downtown and select corridors and neighborhood business districts.
- A "greenfield" district to ensure that undeveloped sites on the edge of the city would be built out in an urban format.
- A "redevelopment" mixed use district for legacy industrial areas in the core of the City.
- An airport overlay, consistent with MDOT and FAA regulations, to ensure development near the airport would not be incompatible with aviation.
- A progressive landscaping section rooted in sustainability.



Master Plans Created for Other Jurisdictions Within Last 5 Years

DPZ Select Client References

Jana Ecker, Planning Director
City of Birmingham, MI
151 Martin Street
Birmingham, MI 48009
Tel 248 539 1841
Email jecker@bhamgov.org

Manuel A. Diaz, former Mayor, City of Miami, FL
Lydecker Diaz
1221 Brickell Avenue 19th Floor
Miami, FL 33131
Tel 305 416 3180
Email manny@lydeckerdiaz.com

Alberto Vargas, Planning Manager
Orange County, FL
201 S. Rosalind Ave., 2nd Floor
Orlando, FL 32801
Tel 407 836 5354
Email alberto.vargas@ocfl.net

Malcolm Fleming, Town Administrator
Town of Erie, CO
645 Holbrook Street
P.O. Box 750
Erie, CO 80516
Tel 303 926 2711
Email mfleming@erieco.gov

Arleen Hunter, City Manager
City of Bonita Springs, FL
9101 Bonita Beach Road
Bonita Springs, FL 34135
Tel 239 949 6262
Email Arleen.Hunter@cityofbonitasprings.org

Additional references may be provided upon request.

4.

Summary and Hyperlinks
to Recent Consultants
Utilized for Local Expertise,
Public Engagement,
Sustainability,
Data Collection and Analysis,
Mapping and Graphics,
or Engineering Services

Recent Consultants Utilized for Local Expertise, Services. Etc.



Hyperlink: mcka.com



McKenna’s downtown Northville, Michigan headquarters – a repurposed Ford Motor Company plant designed by Albert Kahn, built in the 1930s. Our work spaces reflect McKenna’s commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

McKenna’s team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers’ markets, we want your community to thrive. Headquartered in Northville with offices in Detroit and Kalamazoo, Michigan, McKenna provides planning, zoning, landscape architecture, community and economic development and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 40-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in Michigan, Ohio, Kentucky, Indiana, and Illinois. Anticipating and responding to change is a major distinction of McKenna’s practice. McKenna’s innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of roughly 20 planners, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS
235 East Main Street
Suite 105
Northville, MI 48167
O 248.596.0920
F 248.596.0930
E info@mcka.com

WEST MICHIGAN
151 South Rose Street
Suite 190
Kalamazoo, MI 49007
O 269.382.4443
F 248.596.0930
E info@mcka.com

DETROIT
28 West Adams Street
Suite 1000
Detroit, MI 48226
O 313.888.9882
F 248.596.0930
E info@mcka.com

A gray silhouette map of the state of Michigan. Three black location pins are placed on the map: one in the central part of the Lower Peninsula (representing Northville), one in the southeastern part (representing Detroit), and one in the southwestern part (representing Kalamazoo).

MCKA.COM

Areas of Service

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management



Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings

On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

Recent Consultants Utilized for Local Expertise, Services. Etc.

Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional & Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



Downtown Rochester, Michigan; in 2018, McKenna prepared the Sustainable Rochester Plan

Awards and Accolades



McKenna has been honored by its peers and public with planning and design awards. We take pride in consistently delivering exceptional planning and personal service to public officials across the Midwest.

2017 Award for Excellence in Transportation Planning, Michigan Association of Planning.
Delhi Charter Township (Ingham County), MI – Realize Cedar: Urban Design Framework.

2016 Award for Excellence in Transportation Planning, Michigan Association of Planning.
City of Livonia, MI – Bike/Walk Livonia: A Future Transportation Plan.

2011 Outstanding Implementation Project, Michigan Association of Planning.
City of Grosse Pointe, MI – Downtown Revitalization Program.

2010 Site Design/Parks Award, Michigan Recreation and Park Association.
Van Buren Charter Township (Wayne County), MI – Riggs Heritage Park.

2009 Outstanding Implementation Project, Michigan Association of Planning.
Buena Vista Charter Township (Saginaw County), MI – Town Center Project.

2008 Merit Award, Outstanding Design, American Society of Landscape Architects, Michigan Chapter.
Brighton, MI – Green Oak Village Plan.

2007 Planner of Year Award, Michigan Association of Planning. Phillip C. McKenna, AICP, PCP.

2007 Interactive Mapping Tool GIS for Everyone Award, Improving Michigan's Access to Geographic Information Networks (IMAGIN). River Rouge, MI.

2005 CAM Magazine Year End Special Issue, Construction Association of Michigan in recognition of outstanding facility planning and design. Flat Rock, MI – Community Center Site Design and Boardwalk.

2004 Innovative Park Resource Award, Michigan Recreation and Park Association.
Downriver (Southeast MI) Linked Greenways – Wayside Companion Trail Signage and Wayfinding Manual.

2004 Outstanding Small Business Award, Crain's Detroit Business. McKenna.

2002 MRPA Master Plan Award, Michigan Recreation and Park Association.
Oakland County, MI, Orion Oaks County – Park Site (1,000 acre) Master Plan.

2001 Award for Landscape Architectural Design, Michigan Society of Landscape Architects
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

2001 Outstanding Facility Design Award, Michigan Recreation and Park Association.
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

2001 Award for Excellence in Comprehensive Planning- Large Jurisdiction, Ohio Planning Conference.
Dayton, OH – West View Development Opportunity Redevelopment Plan.

1999 Outstanding Planning Project Award, Michigan Association of Planning & Michigan Society of Planning Officials. Hamburg Township (Livingston County), MI – Open Space Development.

1996 Outstanding Planning Project Award Michigan Association of Planning & Michigan Society of Planning Officials. Plymouth Charter Township (Wayne County), MI – Ann Arbor Corridor Plan Commercial Corridor.

McKenna and its planners and designers have also been selected for other awards including Crain's Detroit Business 20-in-their-20's; Crain's Detroit Business "Coolest Places to Work"; and the Michigan Business and Professional Association's The 101 Best and Brightest Places to Work in Southeast and West Michigan.

Recent Consultants Utilized for Local Expertise, Services. Etc.



mailing address

LandUseUSA | Urban Strategies
6971 Westgate Drive
Laingsburg, Michigan 48848
www.LandUseUSA.com
Hyperlink: landuseusa.com
DBE-Certified

Services Overview

We provide professional consultation services with specialization in real estate market research and analysis. Our work includes place-based target market analysis, downtown market strategies, housing and retail market studies, and land use economics. Our services are customized for each unique place and project; and backed by industry intelligence on the lifestyle preferences of established residents, commuters, tenants, shoppers, and migrating households.

communities - We assist communities of all sizes by measuring the market potential for housing, retail, and mixed-use projects. Results are often used to guide the process of updating master plans and zoning ordinances; make policy decisions about land use and investment; and validate or refute the feasibility of site-specific development proposals.

urban planners - We support planning firms by demonstrating the economic viability of their master plans and site plans. We conduct the market analysis in the earliest stages of each planning project, and support our teams throughout the planning and stakeholder engagement process.

developers - We help developers by identifying investment opportunities, optimal land use strategies, and attainable rents and values per square foot. We are experts at forecasting market opportunities by building format, tenure, rent, value, unit size, and absorption rate.

downtowns - We help downtowns identify the optimal mix of merchants and tenants for filling brick-and-mortar retail space. We also help by forecasting the market potential for urban lofts above street-front retail; and for townhouses, row houses, and other missing housing formats that can help transition into the surrounding neighborhoods.

nationwide - Our experience is coast-to-coast, from Alaska to Puerto Rico, and from California to Maine. We are DBE-certified in numerous states; and we are currently working on projects and assisting planning teams in California, Iowa, Colorado, Missouri, and Maryland.

services overview

market research & analysis
target market analysis
housing and retail studies
highest and best use studies
downtown market studies
optimal land use strategies
economic growth strategies
planning support services
real estate consultations
location intelligence

speaking engagements

university, college lectures
conferences, workshops
developer forums, tutorials
real estate bootcamps

alliances and partnerships

Incremental Dev. Alliance | IDA
Faculty Member

Downtown Collaborative | DC
Collaborator



board of directors

CNU Michigan Chapter | MiCNU
Comm Develop. Assoc. | MCDA

additional affiliations

American Planning Assoc. | APA
Association of Planning | MAP
Downtown Association | MDA
Community Dev. Assoc. | MCDA



Downtown Market Strategies

LandUseUSA specializes in Downtown Market Strategies, which often begin with conventional supply-demand and gap analyses, and may be supplemented by a Target Market Analysis approach. Your downtown market strategy can be customized to address any mix of land-use categories, including housing, retail, services,

recreation, and entertainment venues. The analysis can also be applied to urban corridors, business improvement districts, and other special study areas. Our studies are often used with town planning, master plans, and subarea plans to build a downtown vision for the future.



Methods and Industry Intelligence

- Competition and Supply Inventories
- Supply-Demand and Gap Modeling
- Location Analysis and Site Optimization
- Site Feasibility, Highest and Best Use
- Tenant Strategies and Mixed-Use
- Sales and Revenue Forecasting
- Economic Growth Strategies
- Business Recruitment Strategies
- Support for Master Plans, Subarea Plans
- Implications for the Placemaking Process
- Analysis of Local PlaceScores™



Address 6971 Westgate Drive
Laingsburg, Michigan 48848
Phone (517) 290-5531
E-mail SharonWoods@LandUseUSA.com
Website www.LandUseUSA.com



Retail Target Market Analysis

A Retail Target Market Analysis (TMA) involves a study of households who are on the move and seeking dynamic places for living, working, shopping, and playing. It focuses on households with preferences for urban places, including

downtown districts, mixed-use corridors, and surrounding neighborhoods. LandUseUSA uses the study results to develop local market strategies for specific types of retail, merchants, services, entertainment, and recreational venues.



Methods and Industry Intelligence

- Identification of Target Market Households
- Lifestyle Preferences and Expenditures
- Migration Patterns and Movership Rates
- Demographic and Generational Shifts
- Shifting Trends in the Retail Industry
- Gaps in Retail Sales and Square Feet
- Tenant Strategies and Recruitment
- Location Strategies for Retail Placement
- Implications for the Placemaking Process
- Implications for Planning and Development



Address 6971 Westgate Drive
Laingsburg, Michigan 48848
Phone (517) 290-5531
E-mail SharonWoods@LandUseUSA.com
Website www.LandUseUSA.com



Residential Target Market Analysis

A Residential Target Market Analysis (TMA) is a specialized study of households who are on the move and seeking dynamic places for living, working, shopping, and playing. It focuses on households with a preference for urban

places, including downtown districts, mixed-use corridors, and surrounding neighborhoods. Study results are used to identify Missing Middle Housing format, particularly attached units in mixed-use projects and urban settings.



Methods and Industry Intelligence

- Identification of Target Market Households
- Lifestyle Preferences and Expenditures
- Migration Patterns and Movership Rates
- Demographic and Generational Shifts
- Shifting Trends in the Housing Industry
- Gaps by Tenure, Price, and Unit Size
- Strategies by Missing Middle Housing Typology
- Location Analysis and Placement Strategies
- Implications for the Placemaking Process
- Implications for Planning and Development



Address 6971 Westgate Drive
Laingsburg, Michigan 48848
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Website www.LandUseUSA.com

Recent Consultants Utilized for Local Expertise, Services. Etc.



Current and Active Projects

RESIDENTIAL Target Market Analyses

The City of Monroe

Monroe County, Michigan
Budget = \$25,000
Percent Complete = 25%
Contact: Annette M. Knowles
DDA/Economic Dev Coordinator
annette.knowles@monroemi.gov
(734) 639-7880

The City of Kansas City

Jackson County, Missouri
Budget = \$57,000
Percent Complete = 5%
Contact: Graham Smith, AICP
Associate Principal, Gould Evans
graham.smith@gouldevans.com
(913) 226-7572

RESIDENTIAL + RETAIL Target Market Analyses

Bridgeport Township

Saginaw County, Michigan
Budget = \$75,000
Percent Complete = 10%
Contact: Adrianna Jordan, AICP
Township Supervisor
ajordan@bridgeportmi.org
(989) 385-2140

The City of Allen Park

Wayne County, Michigan
Budget = \$40,000
Percent Complete = 25%
Contact: Frederick Frank
DDA Chairperson
frederick.j.frank@gmail.com
(313) 303-1937

Selected Client References

The Michigan Land Bank

James E. Tischler, Director
jetischler@gmail.com
(734) 735-0290

MEDC / Michigan Economic Dev Corp

Redevelopment Services
Nate Scramlin, Manager
scramlinn@michigan.org
(517) 862-7742

MML / Michigan Municipal League

Policy Research Labs / RRC
Richard Murphy, Manager
rmurphy@mml.org
(734) 669-6329

The City of Hamtramck

Kathy Angerer, City Manager
kangerer@hamtramckcity.com
Phone: (313) 800-5233 ext. 361

West Bloomfield Township

Gordon Bowdell, AICP
Zoning and Planning Manager
gbowdell@wbtownship.org
(248) 451-4895

The City of Harper Woods

Tyrone Hinton, Director
Economic/Community Development
thinton@harperwoods.net
(313) 409-0811

Recent Consultants Utilized for Local Expertise, Services. Etc.



Firm Profile

[Jacobs](#) is a global engineering and consulting firm organized to empower local decision-making and client interaction. We have offices throughout the Midwest that provide a full range of planning, design, and construction services for civil infrastructure and building projects for a diverse range of public and private clients. Our staff in Michigan consists of 696 persons in professional, technical, and support roles based primarily in offices in Dearborn (356) and Bingham Farms (140).

Our recent work includes similar municipal master planning work in neighboring Birmingham and development of a corporate sustainability strategy for Ford's global real estate portfolio, including pilot projects at their facilities in Corktown and Dearborn.

Our Infrastructure Planners and Engineers provide an array of services including:

- Parking analysis and design
- Roadway and traffic signage
- Bridges/Structural Design
- Streetscapes
- Site development
- Recreational trails and bicycle paths
- Utilities
- Intelligent Transportation Systems (ITS)
- Traffic studies and modeling
- Interchanges
- Drainage and flood protection
- Transit

For the City of Royal Oak's Master Plan project, we bring the same creative transportation planning and engineering team who worked on the Birmingham Comprehensive Plan Update, plus additional staff with experience working in southeast Michigan. The [Jacobs Advance Planning Group](#), in particular, brings additional experience in master planning and subject matter expertise in sustainability and resiliency. We look forward to working with Royal Oak to identify creative ideas and solutions that will improve safety and quality of life for its residents.



5.

Detailed Description of Available Strategies to Solicit Public Engagement



Available Strategies to Solicit Public Engagement

For four decades DPZ has been building trust and consensus among stakeholders, residents, and community leaders throughout the US and around the world. To be successful, the DPZ team will maximize input, education, and engagement to ensure that all the stakeholders are able to participate in the design and planning process. This requires a dedicated commitment to transparency, a team willing to solicit and respond to feedback, and a broad range of communication strategies, tools, and tactics.

The DPZ team will work closely with the City to identify appropriate stakeholders representing the broadest array of community interest. Early in the process, selected stakeholders (number to be mutually agreed) shall be interviewed by the team to further understand the goals, ideas, or concerns they have for the Master Plan.

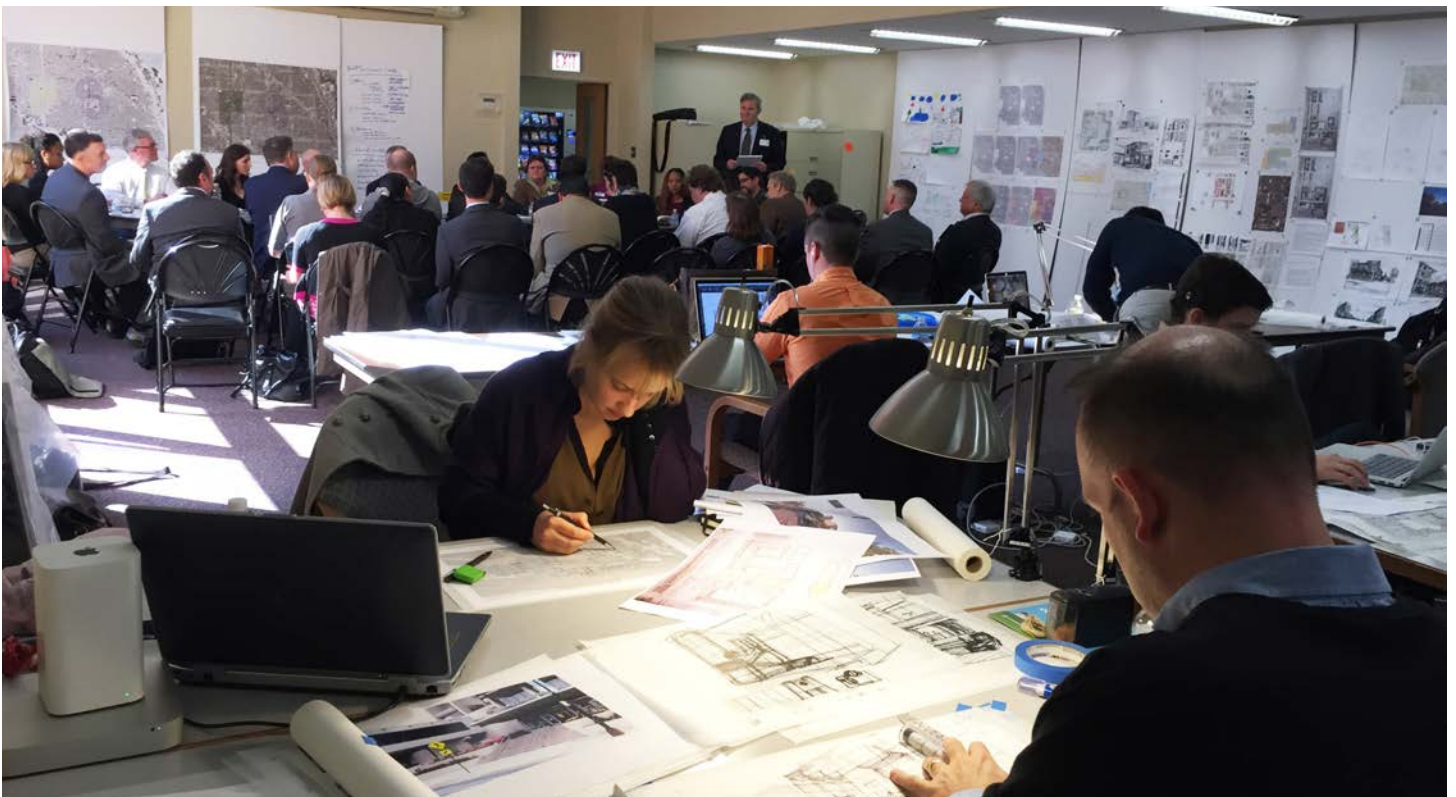
Following these interviews and the pre-design data collection and analysis/evaluation efforts, an opening public meeting (in person or digital, to be determined) is proposed to be conducted. The meeting will offer the opportunity for presentation of the initial findings and will also outline the overall expectations/goals of the Plan.

DPZ understands the importance of not bringing preconceived notions of development. The primary outcome of these early tasks is to establish the process framework for the course of the planning stages and conceptual design work. The public orientation will clearly establish and publicize the necessary feedback loops for public input that is crucial to the ongoing engagement strategies that follow.

DPZ's Engagement Strategies

- Educate community members and stakeholders about the opportunities presented by the Master Plan and its connection to their improved quality of life.
- Engage developers, residents, and professionals in a collaborative public dialogue about their vision for the area, using a variety of media types and platforms.
- Evaluate engagement efforts to ensure diversity and consistency in the outreach plan, particularly with under-served or underrepresented populations.

(Facing Page and Below) Scenes from a DPZ Public Charrette



Available Strategies to Solicit Public Engagement



(Above and Facing Page) Examples of DPZ's interactive public design sessions, topic meetings, and presentations.

Charrettes - “In-Person” and Virtual Formats. DPZ is proficient in all forms of design that integrates public and stakeholder engagement - the chosen approach determined by what is appropriate to each project. More often the Charrette is the preferred method of working. The dynamic and inclusive process is a fast method to overcome obstacles and helps vest interest in the design. Charrettes are exhilarating and efficient, and one of the reasons people enjoy working with DPZ!

Our Charrettes assemble key decision-makers to collaborate in information sharing, iterative design proposals, and providing feedback and revisions. Through visualization and rapid prototyping of different scenarios, DPZ gives a voice to various opinions, reaching solutions that may not be singular but offer a range of possibilities. This enables informed decisions and saves months of sequential coordination in reaching the final agreed outcome. DPZ's Charrette process typically compresses a more conventional project timeline.

Specific to the Charrette process, planning and design goals and proposals for the Master Plan are developed and refined, addressing recommended/preferred uses, mix and development intensity; building footprints (including examining opportunities for the adaptive reuse of suitable buildings), height, form, and design character; streetscape and public space design and enhancements; and transportation and circulation system impacts and improvements. The DPZ team conducts daily design and review sessions with a closing presentation on the final day of the Charrette. The scope of services for a typical Charrette includes the following:

An opening presentation to the city project team, and other invited participants (e.g. city officials and other staff, community representatives) on the first night of the Charrette. All of the basic principles of good neighborhood design are reviewed at the opening presentation, establishing some common reference points.

Available Strategies to Solicit Public Engagement



Leadership of the DPZ team. At the Charrette, the DPZ team shall prepare the planning proposals and provide the graphic and other technical documents as required. As stated in the RFQ, the DPZ team in this case would include a number of local consultants, such as McKenna, LandUseUSA, Jacobs, etc..

Both virtual and in-person, DPZ charrettes are efficient and dynamic

Organization and coordination of all Charrette meetings and presentations. DPZ and the city project team will coordinate in arranging, organizing, and structuring the necessary meetings with the anticipated Charrette participants, in a manner such that the various development issues identified above are organized, reviewed, and discussed in a thoughtful and efficient manner for translation into the Master Plan proposals.

With the DPZ Partner-in-Charge and Project Manager at the helm, the team members participate in the sessions and develop the planning and design proposals; these proposals and strategies are further tested with the various decision-makers over the course of the Charrette, with leading options taken forward and achieving stakeholder “buy-in”.

A final presentation on the last night of the Charrette. As with the opening lecture, the media exposure and size of this event is up to the City. The presentation of the plans shapes the perception of the project. All of the work produced during the Charrette will be presented and explained at this time.

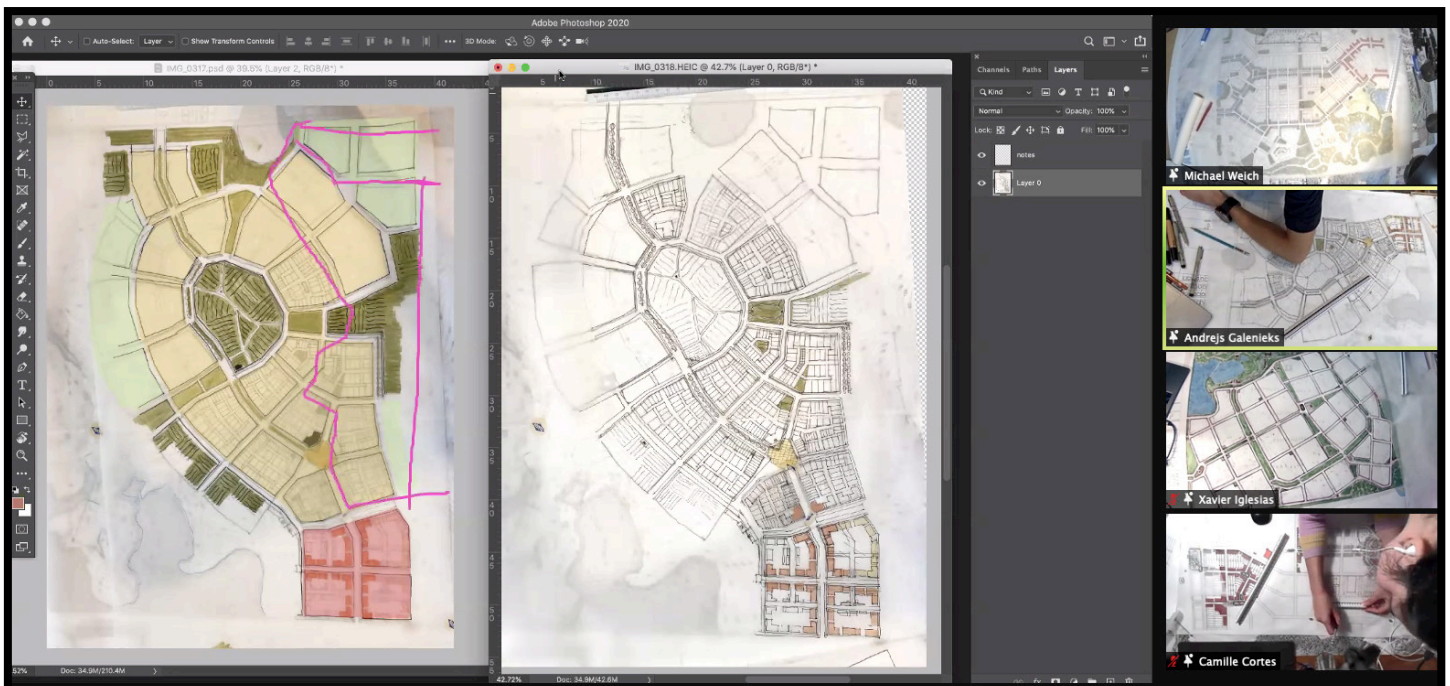
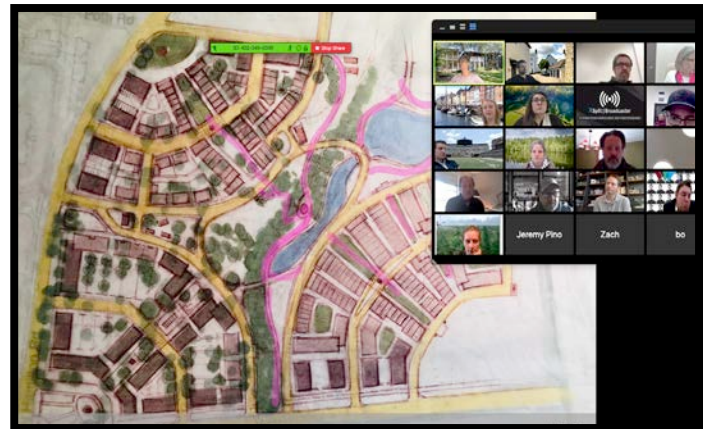
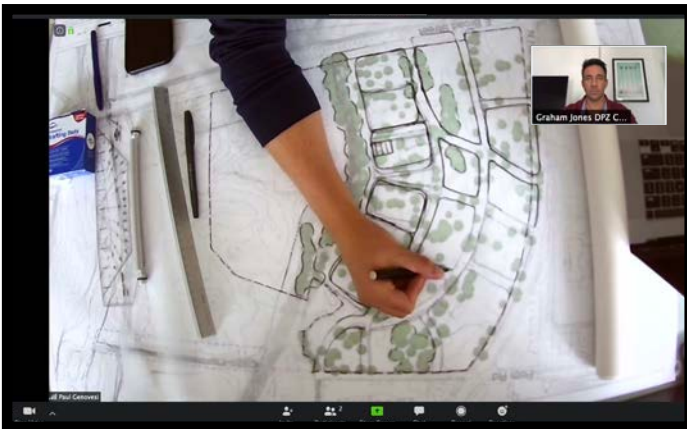
Completion and refinement of the drawings following the Charrette. There will be minor refinements that need to be made to the documents leading into, and following the Charrette. Often, new information becomes available that affects the work. Per responses from and by the City on the RFQ, DPZ anticipates two cycles of post-Charrette revisions to the planning documents.

Available Strategies to Solicit Public Engagement

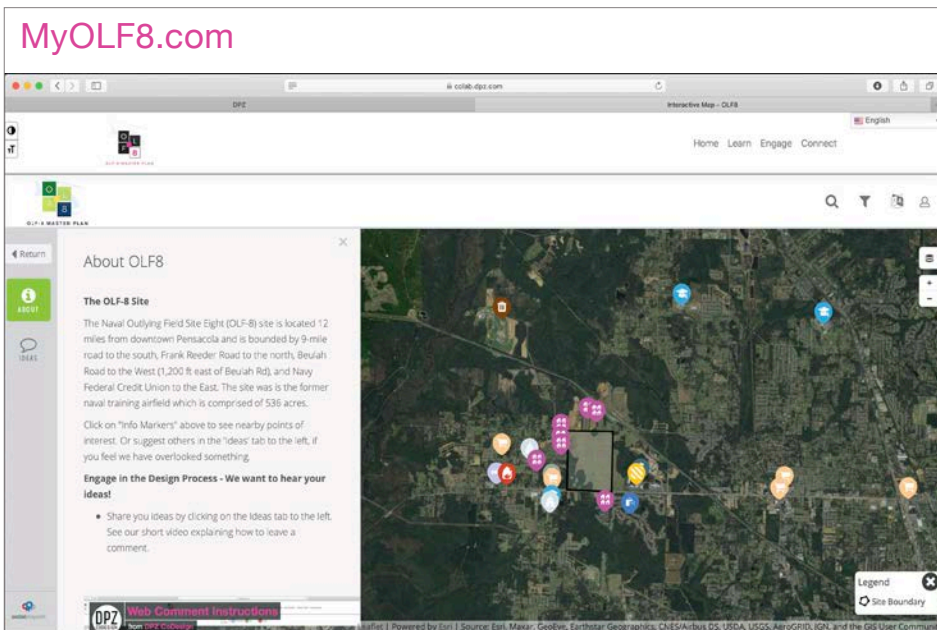
In this time of physical distancing, DPZ's virtual **Charrettes** have become an essential tool for facilitating participation by a myriad of decision-makers and community stakeholders. Virtual and/or in-person engagement provide/s residents, businesses, and leadership with a variety of convenient fora to exchange information and feedback to be used by the DPZ team in our work.

(Below) Interactive meetings allow stakeholders to make contributions and provide feedback to DPZ planners and designers remotely in real time.

If required, the Charrette/s can be undertaken as virtual events, using a combination of platforms such as Zoom meetings and design reviews, online stakeholder surveys, and an interactive public engagement website. Existing location conditions and proposed plans, as they are prepared and evaluated, can be viewed remotely on computers and cell phones. A smart interface provides the opportunity for location-specific ideas and comments/feedback to be captured.



Available Strategies to Solicit Public Engagement



(Left) Screenshot of DPZ's interactive OLF-8 Master Planning Website, live now for public information and engagement.

In close coordination with the City's public information specialist, DPZ is able to employ the additional engagement strategies described below.

Digital Platforms and Content. The DPZ team shall utilize existing digital and social media platforms and/or create new ones specific to the project. For example, DPZ recently setup a dedicated project website for the high profile OLF-8 master planning effort in Escambia County, Florida (MyOLF8.com). The online tools and publicity helped build audience momentum and ensure a clear process. Educational and engagement content prepared by DPZ includes project updates, images, diagrams and analysis, background information, and videos.

Online Engagement and Interaction. In addition to the digital content, the team may utilize online surveys, interactive mapping, and virtual town-hall-style meetings as needed to capture and measure citizen input and feedback on the project. These efforts can be geocoded and focused on the broader community for maximum participation.

Traditional Media and Community Outreach. While digital engagement has an increasing primary focus in our recent work, the DPZ team may also communicate with residents via traditional earned media and community outreach. This may include town papers, news releases, media interviews, civic and business organization outreach, and information shared in community centers and libraries.

Ultimately, DPZ's community engagement techniques have proven that good community decisions happen when citizens are informed, stakeholders are engaged, and leaders are transparent and actively communicating with their constituents.

Summary of Master Planning Engagement Components:

- Utilize digital platforms, direct stakeholder contact and traditional outreach techniques;
- Inform of milestones, updates, and participation opportunities;
- Educate community on project goals, processes, and best practices;
- Undertake a multi-day interactive planning workshop/charrette
- Collect stakeholder and developer ideas, input and feedback; and
- Build connections between community groups to support the master plan outcome.

Samples of DPZ Projects Publicity - Edinburgh's Garden District Charrette Town Paper and Erie Town Center Outreach Poster.

Let's Start TOWN CENTER Together

DPZ CoDesign, an internationally renowned design firm, will be facilitating a 7-day community visioning exercise to lay the foundation for a shared vision of Town Center.

The 390 acre was recently studied by the Urban Land Institute. In their findings, it became clear that this location, while in various stages of development, is prime for becoming a unique and thriving place with the right mix of retail, office, residential, civic, park and open space uses.

The community is invited to mutually author the making of Town Center.

Let's create, share and inspire together November 6-12!

Who is

With close to four decades as urbanists, DPZ CoDesign leads the global movement to design beautiful, resilient, and mixed-use communities that are environmentally responsible, economically sustainable, and socially integrated.

DPZ Collaborates with a similar scope Legacy Town Center in Atlanta, GA; Downtown Birmingham, MI; Midway Commons, IL; Bonita Springs, FL; and Bradburn Village in Westminster, CO.

TOWN CENTER STUDY AREA

At A Glance

390 total acres within the planning area
 - 200 acres of forest
 - 100 acres of open space
 - 100 acres of existing development
 - 100 acres of existing residential
 - 100 acres of existing commercial
 - 100 acres of existing industrial
 - 100 acres of existing public space
 - 100 acres of existing parking
 - 100 acres of existing utilities
 - 100 acres of existing infrastructure
 - 100 acres of existing transportation
 - 100 acres of existing community facilities
 - 100 acres of existing cultural resources
 - 100 acres of existing historical resources
 - 100 acres of existing natural resources
 - 100 acres of existing environmental resources
 - 100 acres of existing social resources
 - 100 acres of existing economic resources
 - 100 acres of existing political resources
 - 100 acres of existing legal resources
 - 100 acres of existing ethical resources
 - 100 acres of existing moral resources
 - 100 acres of existing spiritual resources
 - 100 acres of existing intellectual resources
 - 100 acres of existing emotional resources
 - 100 acres of existing aesthetic resources
 - 100 acres of existing sensory resources
 - 100 acres of existing cognitive resources
 - 100 acres of existing affective resources
 - 100 acres of existing conative resources
 - 100 acres of existing volitional resources
 - 100 acres of existing motivational resources
 - 100 acres of existing attitudinal resources
 - 100 acres of existing dispositional resources
 - 100 acres of existing personality resources
 - 100 acres of existing individual resources
 - 100 acres of existing group resources
 - 100 acres of existing community resources
 - 100 acres of existing societal resources
 - 100 acres of existing cultural resources
 - 100 acres of existing historical resources
 - 100 acres of existing natural resources
 - 100 acres of existing environmental resources
 - 100 acres of existing social resources
 - 100 acres of existing economic resources
 - 100 acres of existing political resources
 - 100 acres of existing legal resources
 - 100 acres of existing ethical resources
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 - 100 acres of existing volitional resources
 - 100 acres of existing motivational resources
 - 100 acres of existing attitudinal resources
 - 100 acres of existing dispositional resources
 - 100 acres of existing personality resources
 - 100 acres of existing individual resources
 - 100 acres of existing group resources
 - 100 acres of existing community resources
 - 100 acres of existing societal resources

What is a

DESIGN CHARRETTE?

A charrette is an intensive planning session where residents, designers and others collaborate on a vision for development. A charrette provides a forum for ideas and offers the unique advantage of giving immediate commentary to designers. Charrettes encourage the participation of anyone who is interested in the making of Town Center: the developer, business interests, government officials and residents.

*Everyone who participates is a
mutual author of the plan.*

In a charrette the team of designers set up a full working office space. Formal and informal workshops are held throughout the charrette and updates to the master plan are presented periodically.

Let's start TOWN CENTER Together

Featured Demonstrations

Wednesday, Nov. 6	TBD
Thursday, Nov. 7	10 a.m. Transportation and Development
Friday, Nov. 8	10 a.m. Transportation and Infrastructure
Saturday, Nov. 9	10 a.m. Land Use and Zoning
Sunday, Nov. 10	10 a.m. The Open Space Presentation
Monday, Nov. 11	10 a.m. Environmental Strategy
Tuesday, Nov. 12	10 a.m. Designers Update
TBD	Final Presentation

DPZ CoDesign is a registered trademark of DPZ CoDesign, Inc. All other trademarks are the property of their respective owners.

- 1. Dream big! What calls you home? Is it shopping? Dining? Indoor/outdoor play? Culture? Entertainment? Specialty uses?**
- 2. Create alongside designers!** Inspire the internationally renowned designers who they work on, and present evolving concepts throughout the 7 day charrette.
- 3. Review designs!** Join any of the open studio sessions, topic demonstrations and opening, rest, and closing presentations.
- 4. Bring friends and family!** Whether you love the design process, - or are simply curious - come be within saraput of vital design discussions.
- 5. Together for a better tomorrow!** Share with neighbors and encourage them to get involved!

Let's get started!
www.eriegov.gov/7day/Town-Center

Examples of DPZ Stakeholder Survey and Results.

Share Your Ideas

Our goal with this project is to create a viable master plan that further enriches quality of life in the area surrounding the site and Escambia County as a whole. We cannot do this without your ideas, opinions, suggestions, and feedback. We hope you will lend us your time and input.

Throughout the remainder of the year, you will have several opportunities to connect and share your thoughts on the project. We have several options for you to engage with this project below, and these options will be updated as the project moves forward.

If you have specific questions that aren't addressed through our map, surveys, or events, please contact the team using the link below.

Map Your Ideas
 Share your ideas, opinions, and suggestions on an interactive map.

Take Our Introductory Survey
 Let us know what you think about the OLF-8 project and its future.

Participate in an Event
 Learn about the project and join the conversation during live or online events.

Contact The Team
 Have a question? Send us a note.

OLF8 Community Survey

Based on what you know and have read or learned, how would you rate your knowledge of the OLF-4 project?

- I don't know anything about it.
- I have read and heard a little bit about it.
- My knowledge is pretty good, but I'd like to learn more.
- I feel very knowledgeable about the project.

OLF-4 is a former Navy helicopter training field that is now the property of Escambia County. What do you think the top priority should be for using this 340-acre site in the Beach area?

- I don't know but want to learn more.
- We need more jobs and business growth.
- Whatever the Beach community needs.
- Housing for working-class families.
- Recreation and amusement opportunities.

What would you like to learn more about during this planning process?

How do you normally get information about local issues in the community, such as this project? Check any that apply.

- Local media outlets and their websites (radio, tv, newspaper)
- Social media such as Facebook, Twitter, or Instagram
- Email updates or e-newsletters
- Other online sources (NextDoor app, etc.)

Which of these options for public participation would you feel more comfortable with?

Attend live charrette presentations at public meetings, with CDC guidelines such as mask-wearing and social distancing enforced, and limits on attendance.

Participate in the live charrette presentations via digital platforms such as Zoom, Facebook Live, or watch them later at your own convenience.

Which of these options for participation do you prefer?

Attend live charrette presentations at public meetings with CDC guidelines such as mask-wearing and social distancing, and limited attendance.

Participate in the live charrette presentations via digital platforms such as Zoom, Facebook Live, or watch them later at your own convenience.

We want to make sure that citizens in every part of Escambia County are able to participate in this project. Please share with us your zip code or other location information so we can measure our progress on this goal.

(Choose...)

Email

Submit

Preferred Use for OLF-8

Preferred Use	Percentage
Whatever Beach Needs	33.3%
Recreation/Amusement	34.2%
Working-Class Housing	23.3%
More Jobs	20.1%
Not Sure	9.1%

Top 5 Most Preferred Amenities

Amenity	Percentage
Community parks	12%
Walk on path/bike/pedestrian	12%
Local park	12%
Local restaurant	12%
Local entertainment	12%

Top 5 Most Preferred Options for Green Space

Option	Percentage
Community parks	10%
Local park	10%
Local restaurant	10%
Local entertainment	10%
Local entertainment	10%

Most Preferred Options for Green Space

6.

Description of
Firm's Experience,
or Consultants' Experience,
with Each Strategy



Firm's Experience, or Consultant's Experience, with Each Strategy

Charrettes - "In-Person" and Virtual Formats. DPZ is among the planning firms that pioneered, developed, and honed the Charrette process – one that we have utilized and continue to utilize in virtually every project, and especially with our municipal clients. DPZ Founding Partner Elizabeth Plater-Zyberk also is among the founding Board members of the National Charrette Institute.

Many of DPZ clients – municipal and those from the private sector – have, with DPZ as their master planners, employed the Charrette as part of their larger political, community engagement, and media strategies, especially for soliciting input and buy-in from the local decision-makers and the citizens-at-large leading into the formal planning approvals process. The Charrette facilitates ***those who decide on the project*** participate in the planning and design; the Charrette ensures a comprehensive approach and builds support for the vision.

With inputs of such players collectively organized in sequential, succinct, coordinated work sessions, we eliminate the need for prolonged, uncoordinated discussions that can delay the planning effort and lose the momentum of decision-makers; a better final product is created through the assimilation of many ideas in a dynamic, collaborative and cost effective process.

Charrettes provide a forum for ideas, offer immediate feedback to the planners/designers and give mutual authorship to the Master Plan by all those who participate. The Charrettes that DPZ orchestrates accomplish the following goals:

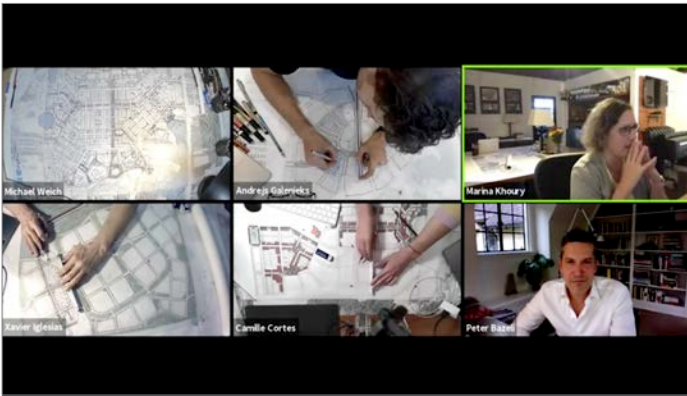
- all those influential to the project develop a vested interest in the design and the shared experience of the Charrette builds broad support for its vision;
- the various design disciplines work in concert to produce a set of finished documents that address all aspects of design;
- inputs of all the players are collectively organized at one meeting and thereby eliminates the need for prolonged, sequential discussions that can delay conventional planning projects and lose the momentum of constituents; and
- a better final product is created through the assimilation of many ideas in a dynamic, collaborative and cost effective process.

Videos of typical DPZ "in-person" Charrettes may be viewed at these links:

- East Fraserlands Charrette (12 minutes) <https://youtu.be/IUcdeqMZWpo>
- Camana Bay Charrette (full PBS feature; 57 minutes) <https://youtu.be/fuNgPiGSnlo>

Indeed, in several instances, following the closing presentation on the day of a DPZ Charrette, the local council or commission unanimously voted to

Firm's Experience, or Consultant's Experience, with Each Strategy



approve the proposed Master Plan and regulatory recommendations that by then had acquired considerable citizen support. Some examples where this occurred were at DPZ's Charrettes for the Downtown Stuart Redevelopment District Plan (FL); the Downtown Lake Charles Master Plan (LA); and the Erie Town Center Master Plan (CO).

As described in Section 5 of this document, advancements in technology allow the Charrette to integrate virtual events, or even to be entirely virtual, using a combination of platforms such as video meetings and online design reviews.

The majority of DPZ's projects in 2020 and a portion of 2021 were undertaken with virtual Charrettes, with great results.

A video summarizing the aspects of DPZ's virtual charrettes may be viewed at <https://youtu.be/804-L5aKBD0>

Ultimately, both the virtual and in-person design approaches provide the client team and other decision-makers with a variety of convenient fora to

exchange information and make suggestions on alternatives. This coordinated feedback is immediately analyzed and applied by DPZ in our design and planning work.

DPZ has conducted over 500 Charrettes with various clients, with a significant portion comprising workshops with and for the public sector, and is adept at marshaling all the technical information that goes into the design of sustainable streets, neighborhoods and communities, while respecting and incorporating the local planning and cultural context, as well as managing the local development politics.

Digital Platforms and Content. As described in Section 5 of this document, the DPZ team possesses experience in employing digital platforms as tools for ongoing public participation for planning studies.

We have, for example, helped populate and manage project websites as hubs for project information. Each project website feeds the interests of stakeholders and provides a mechanism for them to nurture the development and refinement of planning proposals. A website for the New Royal Oak Master Plan may be used to keep citizens updated on latest proposals and documents, to familiarize residents with key concepts, to answer Frequently Asked Questions (FAQs), to provide visual preference surveys and to educate and inspire.

Firm's Experience, or Consultant's Experience, with Each Strategy

The project websites that DPZ has helped/helps populate and manage:

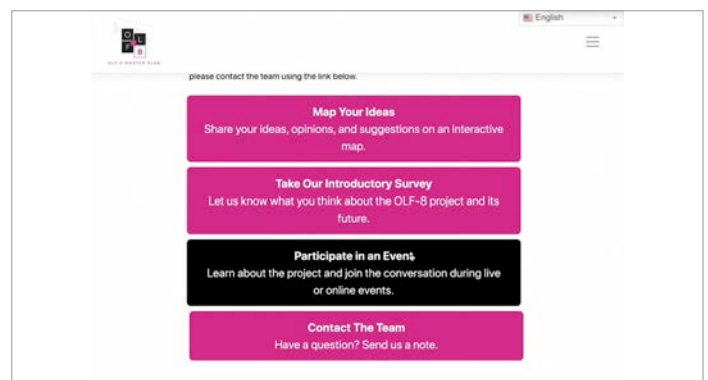
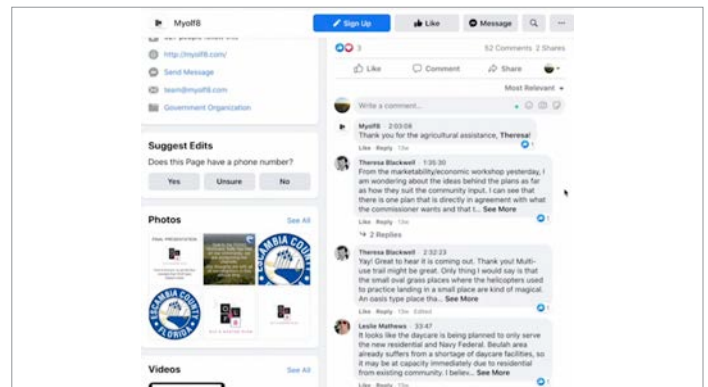
- act as central information provider for the process, coordinating advertisements, print articles, online media articles, and information shared to social media;
- provide an accessible and detailed schedule of events to be shared with print media and on social media sites, and posted to the central portal. This will provide information on date, time and meeting purpose, as well as links to further information within the portal;
- provide meeting summaries, daily updates and meeting reminders during the process to be shared with print media and on social media sites, and posted to the central portal and email list. This includes reports, proposals, and related imagery;
- curate information on a Master Plan website and pages/accounts on: Facebook, Instagram, Twitter, etc.; and
- provide content developed in such a way that it could be extracted and disseminated across platforms using those other delivery vehicles deemed best. This allows for an efficient use of content and develops maximum engagement.

Online Engagement and Interaction. As described in Section 5 of this document, in addition to the project website, other online engagement strategies employed by DPZ in its planning work have involved:

- consolidation of conversations across various media platforms on the central portal, i.e., feeds from various conversations accessible from one place;
- participation in and collection of information from conversations on various media outlets, including social media and print media websites and re-communicating (cross-posting) as necessary;
- employing a system to facilitate comments and to indicate a level of support for proposals, including the ability to showcase new ideas from the community; and
- as appropriate, developing questionnaires, surveys, and other interactive tools to gauge and poll audience interest and engagement.

Traditional Media and Community Outreach. Last but not least, and as described in Section 5 of this document, the DPZ team may also communicate with residents via traditional earned media and community outreach, as described overleaf.

(Below and Facing Page) Screenshots from DPZ's Virtual Charrettes sizzle reel, highlighting various aspects of online engagement. The link to this video is on the facing page.



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- **The Town Paper (Pre- and Post-Charrette Editions).** As part of managing the information released to the community on the Master Plan effort, many DPZ clients (especially municipal entities) have prepared Town Papers. The Pre-Charrette Town Paper is a vehicle for the City to publicize and encourage participation in the upcoming Charrette. Including a combination of custom and general material, the Pre-Charrette Town Paper provides easy-to-understand information about just what a Charrette is as well as information about planning, coding and living in traditional neighborhoods. General articles are selected for the paper from a list of stock articles, while the City and the DPZ team provide custom information (i.e., specific to the community/the project) that may be developed in the course of the Pre-Charrette phase.

The Pre-Charrette Town Paper typically includes a Charrette schedule; photos and bios of the project team (client and consultants); and information about the project and planning effort (history, context, vision). The target distribution date is optimally one month prior to the Charrette proper.

Similarly, following completion of the Final Master Plan, many of our clients have published a Post-Charrette Town Paper. Similar to the

(Below) Front pages of the Pre-Charrette and Post-Charrette Papers for DPZ's East End (Richmond, VA) Transformation Master Plan effort. Links to the full Papers are provided on the facing page.

PRE-CHARRETTE PAPER

EAST END

A TRANSFORMATION OF THE EAST END OF RICHMOND, VIRGINIA



CHARRETTE SCHEDULE

TUESDAY, JUNE 1
Transportation/Infrastructure meeting
2 - 3 p.m.

WEDNESDAY, JUNE 2
Police/Fire/Safety meeting
10 - 11 a.m.

Housing, Retail and Developers meeting
1 - 2 p.m.

OPENING PRESENTATION**
5 - 6:30 p.m.
Robinson Theatre

THURSDAY, JUNE 3
Community Health, Senior and Faith Organizations meeting
10 - 11 a.m.

STUDIO OPEN HOUSE**
6 - 8 p.m.
Family Resource Center meeting

FRIDAY, JUNE 4
Philanthropy and Foundations meeting
10 - 11 a.m.

SATURDAY, JUNE 5
PUBLIC PIN-UP AND YOUTH AND FAMILY CHARRETTE**
11 a.m. - 5 p.m.
Family Resource Center meeting

MONDAY, JUNE 7
CLOSING PRESENTATION**
5 - 6:30 p.m.
Robinson Theatre

* Presentation location: Robinson Theatre 2903 Q Street, Richmond, VA 23223

** Pin-Up location: Family Resource Center 2405 Jefferson Avenue, Richmond, VA 23223

A Charrette? What's A Charrette?

A charrette is a series of intensive planning sessions where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of group immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan. The charrette will be located at the East End Family Resource Center. The team of design experts and consultants sets up a full working office, complete with drafting equipment, supplies, computer, copy machine, fax machine, and telephone. Formal and informal meetings are held throughout the event and updates to the plan are presented periodically. Through brainstorming and design activity, many goals are accomplished during the charrette. First, everyone who has a stake in the project develops a vested interest in the ultimate vision. Second, the design team works together to produce a set of finished documents that address all aspects of design. Third, since the input of all the players is gathered at one event, it is possible to avoid the prolonged dis-

From Mayor Jones

Ladies and Gentlemen,
Since becoming mayor, my focus has been on "Building a Better Richmond." There are not merely words, but the vision of my administration is to make Richmond a Tier One City. It is this vision that is before me now as I ask for your participation in the upcoming East End planning initiative scheduled for June 1 through June 7.
Nearly all of the components needed to bring a citywide vision to life will be touched on during this week of conversations, discussions and planning. Healthy families, attractive and safe neighborhoods, world-class education, business development, job creation, and sustainability are all critical elements that will be addressed. Your thoughts on each should be heard, but so it can not happen if you are not present.
There is enormous potential for the 20th Street and Nine Mile Road corridor, along with other amazing assets and resources within the East End District. Your participation in the strategic planning for this district can help the City of Richmond move from being good to being great. Come help us "Build a Better Richmond."



See CHARRETTE on page 7

Area residents and team members work together at a charrette held in Memphis, Tenn. (Photo: Mike Daniels)

POST-CHARRETTE PAPER

EAST END

A TRANSFORMATION RICHMOND'S EAST END



A "refill" plan is envisioned for Creighton Court comprised largely of townhouses with some single-family houses to make this neighborhood feel more a part of the greater East End community.

Illustration: Duany Plater-Zyberk & Company

Charrette Promises Transformation for East End

BY ELIZABETH PLATER-ZYBERK

The East End Transformation Charrette represents an extraordinary collaboration. Beginning with the public/private partnership of the city of Richmond, Bon Secours Health System and the Richmond Redevelopment & Housing Authority, and extending to more than 800 people who participated in the opening and closing sessions, the hundreds of citizens who joined sessions throughout the week, representatives from neighborhood residential associations, business owners, foundations and corporations, as well as the families and students who participated in the youth charrette, many points of view were shared. Designers worked throughout the week to illustrate the vision of the community in concert with the historic integrity of the neighborhood and current best practices in neighborhood planning.

Community Assets
The charrette partners outlined broad goals for the outcome, seeking to secure a healthy community through a strong economic base, renewal of historic architecture, environmentally and socially sound streetscapes and landscapes, enhanced services and reinforcement of social diversity. Everyone recognizes that the East End is a legacy neighborhood with a beautiful fabric of historic buildings and streetscapes. The underlying genius of the natural environment — the fact that the neighborhood is a hill unto itself — establish a vital community identity. The ideal neighborhood structure — a series of identifiable neighborhood blocks — all within walking distance of shops and other mixed-use structures — generally is in place, poised to thrive as businesses and retail provide the necessary centers. Furthermore, the existing block sizes are ideal for walkability and connectivity, two leading indicators that contribute to more people walking and better health outcomes for residents. Additionally, the neighborhood benefits from a wonderful store of civic buildings — more than 50 churches — and a number of other buildings that could be incorporated into a historic trail that would inform visitors and residents about the people and events significant to the community's history.

"Main Street" Focus
Given the many strengths of the East End, the partners and charrette designers focused on its "Main Street," 20th Street, from Broad through to Nine Mile Road, with intersections at Jefferson, Venable, Fairmount, 28th Street and 31st Street representing important centers. Projects were developed with an eye toward potential resources that the city has identified. These include Promise Neighborhoods, Choice Neighborhoods and other federal funding programs, as well as current allocations, such as state and federal government funding for a roundabout and a sewer system renovation, and foundations and not-for-profits, including two community garden groups, which are ready to participate in renewal initiatives. Projects range from infill, such as those that could be supported by a community land trust at the scale of individual homes that would provide housing priced between supported and gentrified housing to aggregated parcels, such as those acquired at the intersection of 25th and Nine Mile Road by the Housing Authority, or larger parcels, such as Richmond Community Hospital and the Armstrong School, which exemplify opportunities for landmark campus development. Building on the success of the existing neighborhood and related initiatives, the charrette's emphasis on the corridor concentrates on "Main Street," leveraging public investment in order to enhance both reality and perceptions of the overall area, ensure a predictable future, and encourage private investment. This sequence of actions has proven to produce success a plan, public investment, public realm improvements, regulatory changes as needed, and private investment.

Thank You from Mayor Jones

Ladies and Gentlemen:
I want to personally thank all the residents who joined in the effort to develop plans for revitalizing the East End and Nine Mile Road corridor of our city. Your participation and energy during this process is an example of how our residents are taking an active role in "Building a Better Richmond" and becoming a Tier One City. The charrette included ideas for design, housing and business opportunities, as well as policy and management recommendations for redevelopment. The discussion highlighted several key items that the residents of the East End and Nine Mile Road corridor want in revitalization. The East End has enormous potential that will be achieved through this process. Thank you again for sharing your ideas and helping us to "Build a Better Richmond."

Sincerely,
Dwight C. Jones
Mayor



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Request for Qualifications - New Master Plan | City of Royal Oak, Michigan

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Pre-Charrette Town Paper, the Post-Charrette edition is a vehicle for the City to concisely publicize the process, results, and recommendations following the Charrette. The Paper may include the proposed Master Plan, other selected materials, and further information on the planning proposals and envisioned next steps.

The DPZ team of course is able to provide materials for the Paper/s (such as illustrations and text) and shall review and, as required, edit the Paper/s prior to publication.

Samples of full Pre-Charrette and Post-Charrette Papers (i.e., for DPZ's East End Transformation Master Plan, for and with the City of Richmond, VA, may be viewed at these links:

Pre-Charrette Paper: <https://bit.ly/3rUxLrh>

Post-Charrette Paper: <https://bit.ly/3DDggxK>

- **Print and Other Traditional Media/Venues.** For print media, these include, in addition to the Town Papers described above, the use of community mailers and flyer inserts in newspapers, as well as the preparation and mailing of special invitations for key stakeholders/Charrette participants. The DPZ team coordinates and collaborates with the client/the City and with local community organizations in gleaning the community-wide vision for development.

As the Charrette tends to draw a broad range of participants that directly engage the planners and designers, these local community groups and other attendees serve as valuable vehicles for transmitting information between those who cannot attend and be present in the Charrette studio. If desired and/or needed, this arrangement may be formalized via the appointment of dedicated spokespersons/representatives for those who cannot physically attend the Charrette.

On various projects, DPZ has assisted in the preparation of pre-Charrette media "spots" as well as daily updates from the studio (once the Charrette is underway), published in the local

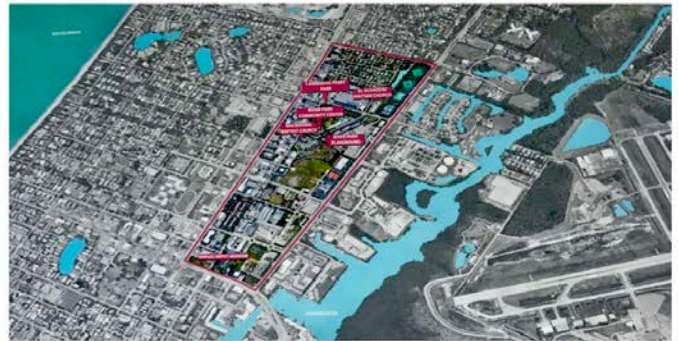
Ideas proposed for redesigning Naples Design District

GULF SHORE BUSINESS NOVEMBER 17, 2021 PHOTO CREDIT BY: TIM ATEN



After a week-long series of community meetings discussing future possibilities for the Naples Design District, residents received the first look this week at some of the transformative ideas for reimagining that section of the city.

Miami-based DPZ CoDesign and the city's Community Redevelopment Agency made a final presentation Tuesday night at the River Park Community Center of the top proposals brainstormed in last week's charrette sessions with residents, retailers, restaurateurs, property owners and other stakeholders in the special district. Originally named for the area between Ninth Street (U.S. 41 North) and 10th Street in the city, the 41-10 Design District has been expanded east from U.S. 41 to Goodlette-Frank Road and from Seventh Avenue North to a portion of Fifth Avenue South on U.S. 41 East.



"This is the first time in its entirety it has been presented to the public," said Jeff Oris, interim manager of the CRA. "This will continue to be massaged. DPZ will provide us with a draft of a final master plan probably in about two or three months. Then, we will go through the approval process and plenty of other opportunities for you to see it and comment on what's happening as it goes through the process." The planning advisory board, the CRA advisory board, the CRA board and City Council will see and discuss the ideas, Oris said. "These can become almost anything that we all can dream."

(Above) A post-Charrette news article on one of DPZ's most recent municipal planning efforts (as of December 2021), for the City of Naples FL, and appearing in Gulf Shores Business

<https://www.gulfshorebusiness.com/ideas-proposed-for-redesigning-naples-design-district/>

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newspapers and/or broadcast on local television, radio, and/or social media.

Sample project media spots (i.e., for DPZ's Erie Town Center Master Plan, for and with the Town of Erie, CO) may be viewed at these links:

<https://youtu.be/-yV7o9IZQZ0>

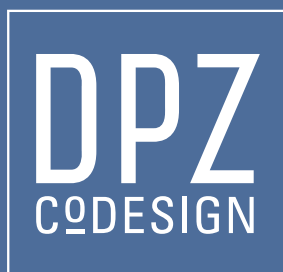
<https://youtu.be/BfvGB98E7ig>

<https://youtu.be/l1VluzYT5tE>

<https://youtu.be/hGT-m-wKP0w>



The City of Holland, MI has adopted an Unified Development Ordinance (UDO), which was prepared by team member McKenna under a public process, and which went into effect on August 11, 2021.



Miami, FL | Washington, DC | Portland, OR
305 644 1023 | dpz.com